

# Budget Documents from City Website

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# **CITY OF SALISBURY NORTH CAROLINA**

## **2017-2018 BUDGET**

**For the Year Ending June 30, 2018**



### **MAYOR, CITY COUNCIL, AND CITY OFFICIALS**

#### **MAYOR AND CITY COUNCIL**

**Karen K. Alexander - Mayor**

**Maggie Blackwell - Mayor Pro-tem**

**David B. Post**

**William B. Miller**

**Kenneth L. Hardin**

#### **OFFICIALS**

**W. Lane Bailey  
City Manager**

**John A. Sofley, Jr.  
Assistant City Manager**

**Zack Kyle  
Assistant City Manager**

#### **Budget Prepared By**

**Teresa P. Harris - Finance Director**

**S. Wade Furches - Finance Manager**

**Shannon C. Moore - Budget & Performance Manager**

**Cynthia D. Gilmore - Finance Specialist**

**Melissa H. Drye - Management Analyst**

**Mark D. Drye - Senior Management Analyst**

**Anna R. Bumgarner - Purchasing Manager**

**City Management Team**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Salisbury  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2016**

Executive Director

*This award has been received since the Budget Year beginning July 1, 1992 (Fiscal Year 1992-1993)*

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Salisbury, North Carolina for its annual budget for the fiscal year beginning July 1, 2016 (Fiscal Year 2016-2017).

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

**THE CITY OF SALISBURY'S  
FY 2017-18 BUDGET  
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**May 16, 2017**

**BUDGET MESSAGE FISCAL YEAR 2017-18  
July 1, 2017 – June 30, 2018**

Mayor Alexander and City Council:

I am pleased to present you with my recommended budget for FY17-18. As we discussed during Council's retreat, the impact of previous budget cuts has been most evident in the Police Department. Council expressed unanimous support to right-size the Police Department budget to address salaries and provide the necessary equipment to improve our community's public safety. To adequately address these needs I am recommending a 3.76 cent increase in property taxes. This would be approximately \$51 per year, or less than \$1 per week, for the average homeowner in Salisbury (Attachment A). 2.25 cents (\$624,250) of the increase will be used to raise officer's salaries, and the remaining 1.51 cents (\$420,035) will fund the related public safety equipment. Even if no changes were made to the current budget, the Capital Improvement Plan called for a 2 cent increase just to maintain existing service levels. We were able to absorb much of those costs through growth revenues and the proposed increase will be used solely for public safety initiatives.

**GENERAL FUND EXPENDITURES**

We continue to move forward with the relocation of Fire Station 3 and the addition of Fire Station 6. Both will provide a much needed realignment of fire department equipment to improve response times and maintain our ISO rating. The recommended budget includes \$675,000 for design services and land acquisition for Fire Stations 3 and 6. I also believe we will be able to address compression issues in Fire Department salaries with the proposed budget.

The recommended budget incorporates Downtown Salisbury, Inc. into the City organization, although the impact is minimal based on funds previously earmarked for appropriation to DSI. A recently added position in Administration will also provide support to DSI in addition to duties in Administration.

I am also recommending an additional position in Code Enforcement, Fleet and Transit to address work load issues in those areas.

The proposed budget includes several large projects requiring an appropriation from the General Fund including:

- \$850,000 Newsome Road Extension (reimbursable from Transportation Improvement Funds by 2019/2020)
- \$329,300 Pre-Emption System for the Fire Department
- \$392,994 Increase in Fibrant Transfer

There are also several large purchases budgeted from the Capital Replacement Fund:

- \$1,302,885 Pumper Fire Truck
- 865,920 Platform Fire Truck
- \$481,112 for 2 Swaploaders for Public Services
- \$247,406 Automated Garbage Truck

For FY17-18, I recommend we continue to work with the Salisbury Community Foundation to allocate funds for Special Community Organizations. A lump sum for the non-profit requests will be budgeted, and the Salisbury Community Foundation will receive applications and vet the requests to determine the appropriations.

Traditionally, an average percentage is recommended to fund merit increases for employees. This year, I am recommending a change to provide a Cost of Living Adjustment (COLA) of 1.5% for all employees, and a 1% average merit increase for employees whose evaluations reflect their commitment to exceptional service. This change is an effort to compensate employees at rates that reflect inflation while also establishing a true merit system to recognize outstanding service and retain high quality employees

## **WATER/SEWER UTILITY FUND**

Salisbury-Rowan Utilities (SRU) remains committed to its mission to provide high quality water and wastewater service to our customers throughout Rowan County while providing excellent customer service to our rate payers and our community.

Although it is sometimes challenging to maintain fair and equitable rates for our consumers, it is extremely challenging to treat our water and wastewater while still meeting required regulations and delivering excellent service. As a result, I am recommending a 2.60% water and sewer increase based on the Consumer Price Index for urban consumers for the South Region (CPI-U). An average monthly residential water and sewer utility bill, for a customer using 5,000 gallons, would be \$68.31 (an increase of \$1.71 or \$0.06/day). (Attachment B)

Our water and wastewater infrastructure and treatment facilities continue to age and require regularly scheduled maintenance and replacement. SRU continues to implement its 10-year Capital Improvement Plan (CIP) that will adequately fund our infrastructure needs while

maintaining competitive rates in our region. In this year's budget, there is dedicated funding to complete the change-out of all of our customer water meters to "smart-meters." As we have seen with the current smart meter implementation, these meters allow both customers and staff to better understand water usage and provide quick notification of water leaks or abnormal usage. Our wastewater headworks and influent pump station project at the Grants Creek wastewater facility is in the design phase, and we expect that the Crane Creek sewer lift station and force main improvements project will be under construction this coming fiscal year. In addition, we propose to continue our incentive fund for public/private fire lines that has stimulated downtown residential development while offering substantial fire protection in this historic district. The funding for this coming year's CIP will be offset by some expected revenue growth from new development within our service area.

## **STORMWATER FUND**

The proposed budget maintains existing Stormwater fees. Last year infrastructure needs were addressed in the budget and flood control systems were improved. This investment has allowed staff to monitor and engineer plans that reduce pollution in impaired streams to maintain compliance with our existing NPDES permit.

## **FIBRANT FUND**

As Council continues to work with the Fibrant Advisory Committee to study feasible options for the future of the broadband utility, Fibrant remains one of the most challenging aspects for our organizational budget. The recommended budget includes \$300,000 in principal debt payment toward the inter-fund loan to the Water & Sewer Fund, plus 1% interest. Staff continues work to improve Fibrant's financial performance, but the contribution from the General Fund increased \$392,994 this year to \$3,262,221. We anticipate a decision regarding the direction of Fibrant during the next fiscal year, and it is important to keep the long-term value of the utility in mind as we move forward. Fibrant remains second to none in terms of speed and reliability.

## **TRANSIT FUND**

The City continues to work with our MPO and other transit systems within our MPO to ensure adequate funding for the Transit System. The City partnered with Livingstone College to provide transit services for students outside of traditional hours and routes. \$61,000 has been budgeted to continue this partnership for the next academic year.

In closing, I want to thank the Management Team and staff for their assistance in preparing this year's budget. I would especially like to thank Finance Director Teresa Harris and Budget & Performance Manager Shannon Moore for their hard work in preparing this budget. Our

Management Team is committed to working with you to develop a budget that meet the needs of our community and the goals of City Council.

Respectfully Submitted,

W. Lane Bailey  
City Manager

## ATTACHMENT A

Proposed Tax Increase of 3.76 cents (\$1,044,285 in additional GF revenue)

Median Value of Home in Salisbury:       \$ 135,500

### Proposed Property Tax Rate Change

<u>Example</u>	<u>Tax Rate</u>	<u>Annual Tax Impact (Average House)</u>
Current City Property Tax Rate	0.6720	\$910.56
With 3.76 Cent Proposed Tax Increase	0.7096	\$961.51
Annual Difference in Taxes		\$50.95



# ATTACHMENT B

	<u>Municipality</u>	<u>Service Population</u>	<u>No. of Water Connections</u>	<u>Water</u>	<u>Sewer</u>	<u>Total</u>	
1	Town of East Spencer	1,514	699	\$54.71	\$65.25	\$119.96	
2	Town of Landis (Electric City)	3,137	1,551	\$52.39	\$56.72	\$109.11	
3	OWASA	80,000	21,000	\$39.63	\$44.40	\$84.03	
4	City of Thomasville - Inside Rate	27,043	10,525	\$33.85	\$46.05	\$79.90	
5	City of Wilson - Inside Rate	49,361	21,693	\$33.87	\$45.00	\$78.87	
6	City of Lincolnton - Inside Rate	10,558	5,055	\$29.99	\$46.97	\$76.96	
7	City of High Point - Inside Rate (Electric City)	109,749	42,650	\$26.29	\$44.14	\$70.44	
8	Town of Mooresville - Inside Rate	37,759	14,534	\$27.81	\$40.79	\$68.60	
	<b>Salisbury-Rowan Utilities (proposed)</b>	<b>49,000</b>	<b>18,839</b>	<b>\$29.51</b>	<b>\$38.80</b>	<b>\$68.31</b>	
9	City of Kannapolis – Inside Rate	45,599	18,927	\$35.70	\$32.05	\$67.75	
<b>10</b>	<b>Salisbury-Rowan Utilities (current)</b>	<b>49,000</b>	<b>18,734</b>	<b>\$28.76</b>	<b>\$37.85</b>	<b>\$66.60</b>	
11	City of Concord - Inside Rate (Electric City)	87,130	37,929	\$30.84	\$31.49	\$62.33	
12	Charlotte Water	818,480	267,664	\$18.34	\$40.59	\$58.92	
13	City of Statesville – Inside Rate (Electric City)	25,363	11,724	\$22.07	\$35.10	\$57.17	
14	City of Lexington – Inside Rate (Electric City)	18,558	8,722	\$22.49	\$33.25	\$55.74	
15	City of Lenoir - Inside Rate	17,848	9,698	\$22.70	\$24.05	\$46.75	
16	City of Albemarle – Inside Rate (Electric City)	15,979	7,255	\$21.00	\$19.41	\$40.41	
* Information obtained from UNC Environmental Finance Center (FY16-17)							
* Rates based on 5,000 gallons (approx. 6.68 billing units)							
* All communities are shown at current rates; projected rate increases are unknown							

## ATTACHMENT C-1

Proposed SRU Rate Increase. Every 1% increase in rate equals \$216,949 in additional W/S Fund Revenue.

### Salisbury-Rowan Utilities Proposed Rate Increase

	<b>FY16-17 Adopted</b>	<b>FY17-18 Proposed</b>
3/4" Minimum Water Charge Per Meter Size	\$4.09	\$4.11
Volume Charge Per 100 Cubic Feet	\$3.69	\$3.80
3/4" Minimum Sewer Charge Per Meter Size	\$4.49	\$4.51
Volume Charge Per 100 Cubic Feet	\$4.99	\$5.13

### Proposed Projects

Engineering Design for Capital Improvement Projects	\$500,000
Sewer Line Repair Projects	\$450,000
Water Line Repair Projects	\$250,000
Lift Station Rehab/Upgrades	\$151,500

## **ADDENDUM**

### **FY2017-2018 ADOPTED BUDGET**

On May 16, 2017, the City Manager presented a balanced FY2017-2018 Budget proposal totaling \$83,514,922 for all funds.

The budget work session was held May 24, 2017. The discussion started with an explanation on the revenue changes in the General Fund, Water and Sewer Fund, and Fibrant Funds. That was followed by a discussion from the Rowan-Salisbury School System Superintendent on the state of the city schools. The Police Chief provided an update on public safety and the City's proposal to implement pay raises across the Police Department to provide more recruitment and retention in the Police Department.

The public hearing, as required by N.C.G.S. 159-12, was held on June 6, 2017. Two citizens spoke at the hearing: one requesting increases to the Code Enforcement budget to address housing issues, the second requesting a closer look at the Fire Department and Downtown Salisbury Inc.'s budget request.

After some discussion at the public hearing, the budget was adopted with the following changes to the recommended budget presented by the City Manager:

#### **ADDITIONS**

Add \$39,000 Expense in RSSS Funding  
Add \$10,000 Expense for Art Mural Maintenance  
Add \$105,000 Expense for DSI Appropriation  
Add \$74,800 in Downtown Salisbury Expenses  
Add \$49,000 in Fund Balance Appropriation  
Add \$130,000 in MSD Tax Revenues  
Add \$49,800 in Sales Tax Revenues

The final adopted FY2017-2018 Budget for all funds was \$83,743,722, which City Council adopted on June 6, 2017.

The full transcript of the budget discussions and public hearings can be read at:  
[http://www.salisburync.gov/Departments/Administration/Pages/2016\\_Agendas\\_Minutes.aspx](http://www.salisburync.gov/Departments/Administration/Pages/2016_Agendas_Minutes.aspx)

The adopted budget can be reviewed at:  
[http://www.salisburync.gov/Departments/Administration/Pages/2016\\_Agendas\\_Minutes.aspx](http://www.salisburync.gov/Departments/Administration/Pages/2016_Agendas_Minutes.aspx)

**EXHIBIT 1**  
**CITY OF SALISBURY**  
**SPECIAL PROJECTS FOR FY2017-18**

<b>GENERAL FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>CITY COUNCIL</b>				
Citizen's Academy	\$ 8,500	\$ 8,500	\$ 8,500	\$ -
LDO Codification	12,000	10,000	10,000	-
Total Special Projects	<u>\$ 20,500</u>	<u>\$ 18,500</u>	<u>\$ 18,500</u>	<u>\$ -</u>
<b>MANAGEMENT &amp; ADMINISTRATION</b>				
Executive Development	\$ 6,000	\$ 6,000	\$ 6,000	\$ -
Total Special Projects	<u>\$ 6,000</u>	<u>\$ 6,000</u>	<u>\$ 6,000</u>	<u>\$ -</u>
<b>POLICE - SUPPORT SERVICES</b>				
Rowan County Telecommunications Pymnt 5 of 10	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Total Special Projects	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ -</u>
<b>POLICE - ADMINISTRATION</b>				
Police Pay Increase - 2.25 cent tax increase	\$ -	\$ 624,250	\$ 624,250	\$ -
Police Athletic League Mentoring Program	10,000	2,500	2,500	-
Game Plan for Life Program	14,000	12,000	12,000	-
POPAT Bonus Certification	80,000	-	-	-
Project SAFE Coordinator - Shared with Rowan Co	50,000	50,000	50,000	-
Total Special Projects	<u>\$ 154,000</u>	<u>\$ 688,750</u>	<u>\$ 688,750</u>	<u>\$ -</u>
<b>POLICE - FIELD OPERATIONS</b>				
Ballistic Vest Replacement (7 @ \$770)	\$ 5,390	\$ 5,390	\$ 5,390	\$ -
Replace Radar Units (4 @ \$2,000)	8,000	8,000	8,000	-
Replace Tasers (30 @ \$1,378)	41,342	41,342	41,342	-
Body Cameras (40 @ \$1,060)	42,400	42,400	42,400	-
Total Special Projects	<u>\$ 97,132</u>	<u>\$ 97,132</u>	<u>\$ 97,132</u>	<u>\$ -</u>
<b>FIRE ADMINISTRATION</b>				
Firefighter Turn Out Gear (17 @ \$3,024)	\$ 51,408	\$ 51,408	\$ 51,408	\$ -
Total Special Projects	<u>\$ 51,408</u>	<u>\$ 51,408</u>	<u>\$ 51,408</u>	<u>\$ -</u>
<b>ENGINEERING</b>				
CMAQ Sidewalks near Salisbury Mall - multiyear	\$ 354,500	\$ 354,500	\$ 354,500	\$ 250,800
CMAQ Sidewalks on Main St - multiyear	134,000	134,000	134,000	107,200
CMAQ Sidewalks on Bringle Ferry Rd - multiyear	299,000	299,000	299,000	239,200
CMAQ Bike Lanes/Sidewalk on Newsome Rd - multiyear	350,000	350,000	350,000	280,000
Klumac Rd Sidewalks	35,000	-	-	-
Update Construction Standards	15,000	-	-	-
Newsome Rd Ext between Innes St & Faith Rd - multiyear	850,000	850,000	850,000	-
Upgrade Emergency Vehicle Preemption System	536,080	239,000	239,000	-
Grants Creek Greenway Phase IV - multiyear	125,000	125,000	125,000	100,000
CMAQ Project on Old Concord Rd	45,000	45,000	45,000	36,000
Gravel Greenway Trail from Kelsey Scott to JAB	91,000	91,000	91,000	91,000
Total Special Projects	<u>\$ 2,834,580</u>	<u>\$ 2,487,500</u>	<u>\$ 2,487,500</u>	<u>\$ 1,104,200</u>

<b>GENERAL FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>STREET LIGHTING</b>				
Improvements for 150 Lights	\$ 32,130	\$ 32,130	\$ 32,130	\$ -
Special Maintenance of City owned lights	8,000	8,000	8,000	-
Addition of 2 lights to Eastern Greenway	10,000	10,000	10,000	-
Total Special Projects	<u>\$ 50,130</u>	<u>\$ 50,130</u>	<u>\$ 50,130</u>	<u>\$ -</u>
<b>COMMUNITY PLANNING SERVICES</b>				
Innes Street Incentive Grant Program	\$ 25,000	\$ 25,000	\$ 25,000	\$ -
History & Art Walk/Sculpture Show	20,000	10,000	10,000	-
Historic Preservation Grants	40,000	20,000	20,000	-
Block Work Program	10,000	10,000	10,000	-
Dixonville Cemetery Memorial Project	200,000	200,000	200,000	-
Housing Stabilization Initiative - Year 3	100,000	100,000	100,000	-
Holiday Decoration Installation	17,500	17,500	17,500	-
Seasonal Plantings for Downtown Planters	1,000	-	-	-
Maxwell Chambers Property Park	350,000	-	-	-
Knox Middle School RSSS Agreement	100,000	61,000	100,000	-
West End Vocational Training Program	-	100,000	100,000	100,000
Total Special Projects	<u>\$ 863,500</u>	<u>\$ 543,500</u>	<u>\$ 582,500</u>	<u>\$ 100,000</u>
<b>DEVELOPMENT SERVICES</b>				
Incentive Grant for Freshhouse	\$ 18,000	\$ 18,000	\$ 18,000	\$ -
Incentive Grant for Integro	17,000	17,000	17,000	-
Downtown Incentive Program	150,000	150,000	150,000	-
Total Special Projects	<u>\$ 185,000</u>	<u>\$ 185,000</u>	<u>\$ 185,000</u>	<u>\$ -</u>
<b>CODE SERVICES</b>				
Blockwork Project (HAC request)	\$ 5,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 5,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PARKS AND RECREATION</b>				
Symphony Concert (30 yr Celebration)	\$ 3,700	\$ 3,700	\$ 3,700	\$ -
Butterfly Release (30 yr Celebration)	300	300	300	-
Total Special Projects	<u>\$ 4,000</u>	<u>\$ 4,000</u>	<u>\$ 4,000</u>	<u>\$ -</u>
<b>PUBLIC SERVICES STREETS MAINTENANCE</b>				
Reset Granite Sidewalks (S. Fulton/W. Monroe)	\$ 18,000	\$ 18,000	\$ 18,000	\$ -
Sidewalk Repairs	150,000	-	-	-
Bridge Repairs	118,241	118,241	118,241	-
Total Special Projects	<u>\$ 286,241</u>	<u>\$ 136,241</u>	<u>\$ 136,241</u>	<u>\$ -</u>
<b>PUBLIC SERVICES -WASTE MANAGEMENT</b>				
Rollout Replacements	\$ 80,363	\$ 80,363	\$ 80,363	\$ -
Total Special Projects	<u>\$ 80,363</u>	<u>\$ 80,363</u>	<u>\$ 80,363</u>	<u>\$ -</u>
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<u><b>\$ 4,687,854</b></u>	<u><b>\$ 4,398,524</b></u>	<u><b>\$ 4,437,524</b></u>	<u><b>\$ 1,204,200</b></u>
<b>TOTAL OFFSETTING REVENUE</b>	<u><b>\$ 1,204,200</b></u>	<u><b>\$ 1,204,200</b></u>	<u><b>\$ 1,204,200</b></u>	
<b>TOTAL CITY SHARE</b>	<u><b>\$ 3,483,654</b></u>	<u><b>\$ 3,194,324</b></u>	<u><b>\$ 3,233,324</b></u>	

	MANAGER		
	<u>REQUESTED</u>	<u>RECOMMENDS</u>	<u>ADOPTED</u>
<b>WATER &amp; SEWER FUND</b>			
<b>ADMINISTRATION</b>			
Incentive Fund for Public/Private Fire Lines	\$ 50,000	\$ 50,000	\$ 50,000
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
<b>TRANSIT FUND</b>			
<b>OPERATIONS</b>			
Rowan Express	\$ 10,700	\$ 10,700	\$ 10,700
Ozone Action Days	10,000	1,000	1,000
Planning	38,000	4,218	4,218
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 58,700</b>	<b>\$ 15,918</b>	<b>\$ 15,918</b>
<b>FIBRANT FUND</b>			
<b>BROADBAND SYSTEMS</b>			
MDU1 - 104 Units	\$ 81,000	\$ -	\$ -
MDU2 - 89 Units	89,000	-	-
MDU3 - 61 Units	61,000	-	-
MDU4	70,000	-	-
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 301,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>STORMWATER FUND</b>			
NPDES Compliance	\$ 15,000	\$ 15,000	\$ 15,000
Drainage Grants	25,000	25,000	25,000
Rehab Projects	165,000	120,000	120,000
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 205,000</b>	<b>\$ 160,000</b>	<b>\$ 160,000</b>

**EXHIBIT 2**  
**SPECIAL COMMUNITY ORGANIZATION GROUPS APPROPRIATIONS FOR FY2017-18**

	<b><u>FY2016-17 ADOPTED</u></b>	<b><u>REQUESTED BY ORGANIZATION</u></b>	<b><u>MANAGER RECOMMENDS</u></b>	<b><u>ADOPTED</u></b>
Human Relations Council	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
Facade Grants	22,000	25,000	22,000	22,000
Salisbury-Rowan EDC	89,088	114,088	114,088	114,088
Downtown Salisbury, Inc.	131,500	-	-	105,000
Rowan Arts Council	52,500	56,250	56,250	56,250
Horizons Unlimited	38,107	40,000	40,000	40,000
<b>Subtotal</b>	<b>\$ 338,345</b>	<b>\$ 240,488</b>	<b>\$ 237,488</b>	<b>\$ 342,488</b>
Rufty Holmes Senior Center	\$ 58,000	\$ 63,000	\$ 63,000	\$ 63,000
NAACP Banquet	-	5,000	5,000	5,000
Salisbury Community Foundation NonProfit Funding	40,000	40,000	40,000	40,000
Art Mural Maintenance	-	-	-	10,000
<b>Subtotal</b>	<b>\$ 98,000</b>	<b>\$ 108,000</b>	<b>\$ 108,000</b>	<b>\$ 118,000</b>
<b>TOTAL</b>	<b>\$ 436,345</b>	<b>\$ 348,488</b>	<b>\$ 345,488</b>	<b>\$ 460,488</b>

# City of Salisbury Holiday Schedule FY 2017 -2018

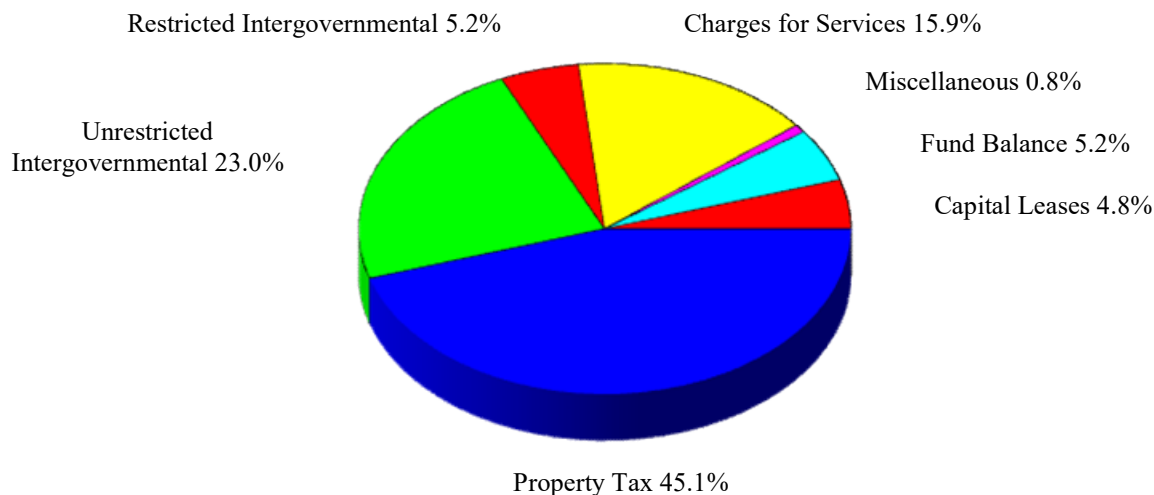
- xiii



# FY 2017-18 GENERAL FUND

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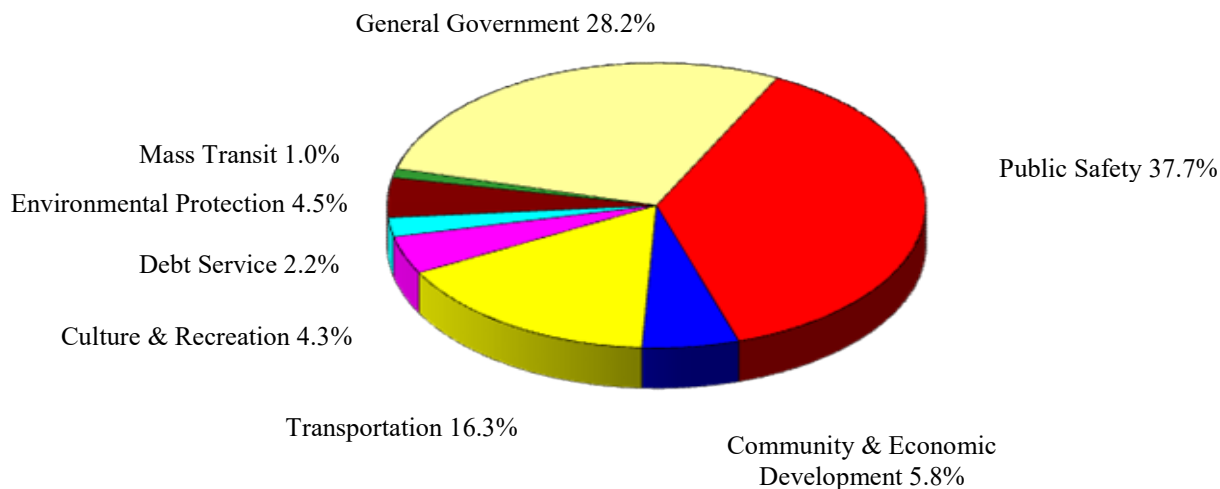
## Revenues - \$45,124,384



### *Where the Money Comes From*

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## Expenditures - \$45,124,384

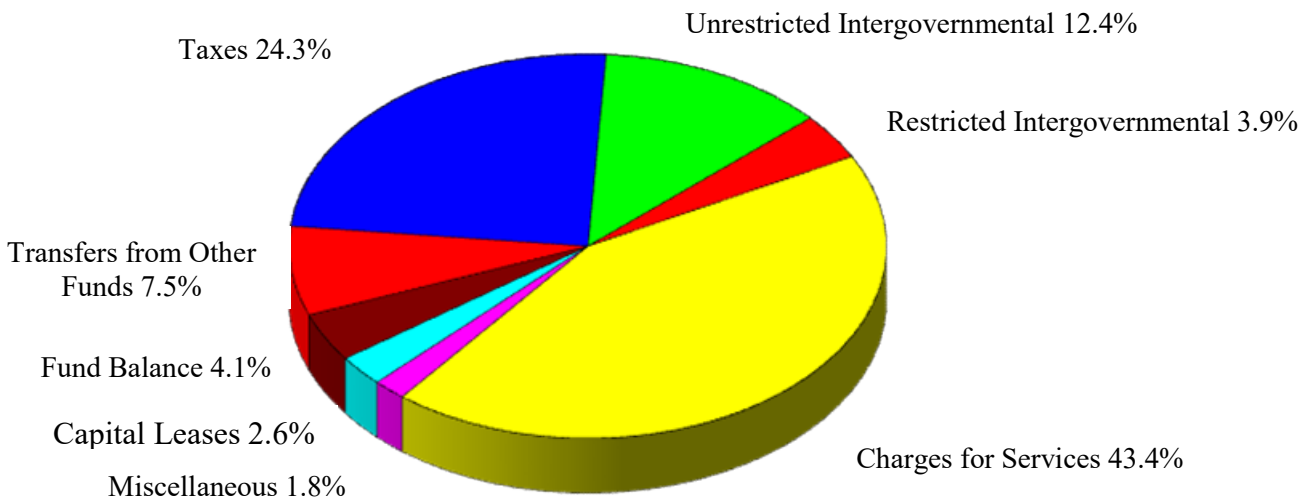


### *Where the Money Goes To*

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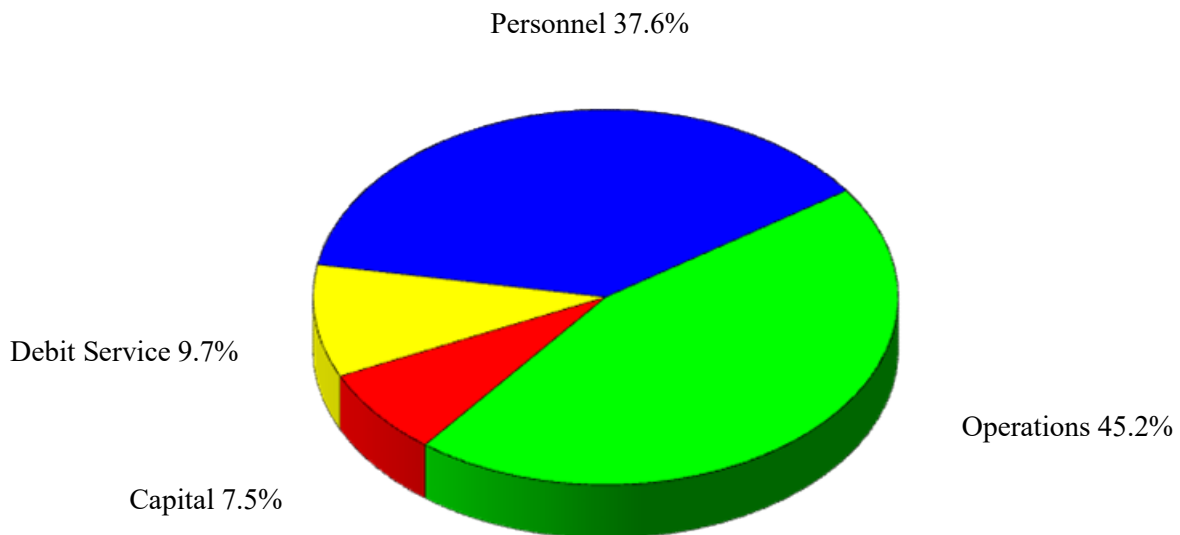
*Includes General Fund and General Fund Capital Reserve Fund Less Interfund Transfers*

## CITY REVENUES BY TYPE (All Funds)



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## CITY EXPENDITURES BY CATEGORY (All Funds)



**CITY OF SALISBURY, NORTH CAROLINA**  
**BUDGET SUMMARY**  
**For the Year Ending June 30, 2018**

	General/Special Revenue Funds			Enterprise Funds								Total
	General	General Fund	Entitlement	Water/Sewer			Fibrant	Fibrant	Stormwater			
	Fund	Capital Reserve	Fund	Water/Sewer	Capital Reserve	Transit	Communications	Capital Reserve	Stormwater	Capital Reserve		
Estimated Fund Balance/ Net Assets 6/30/17	\$14,851,000	\$ 3,200,000	\$ 7,400	\$96,800,000	\$ 2,080,000	\$ 930,000	\$ (9,500,000)	\$ 100,000	\$ 850,000	\$ 300,000	\$ 109,618,400	
Budgeted Revenues & Other Financing Sources:												
Taxes	\$20,372,599	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,372,599	
Unrestricted Intergovernment:	10,374,800	-	-	-	-	-	-	-	-	-	10,374,800	
Restricted Intergovernmental	2,330,270	-	368,399	-	-	569,753	-	-	-	-	3,268,422	
Charges for services	7,182,686	-	-	22,307,997	-	148,000	5,364,486	-	1,362,000	-	36,365,169	
Miscellaneous	291,549	59,702	30,000	961,000	6,000	12,000	21,500	122,830	20,500	750	1,525,831	
Long-term Debt Issued	-	-	-	-	-	-	-	-	-	-	-	
Capital leases	-	2,170,305	-	-	-	-	-	-	-	-	2,170,305	
Capital contributions	-	-	-	-	-	-	-	-	-	-	-	
Transfers From Other Funds	-	1,782,010	-	-	479,807	465,322	3,217,883	150,824	-	116,578	6,212,424	
Total Available Resources	\$40,551,904	\$ 4,012,017	\$398,399	\$23,268,997	\$ 485,807	\$1,195,075	\$ 8,603,869	\$ 273,654	\$ 1,382,500	\$ 117,328	\$ 80,289,550	
Expenditures:												
General Government	\$ 9,230,283	\$ 243,857	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,474,140	
Public Safety	14,371,801	2,627,855	-	-	-	-	-	-	-	-	16,999,656	
Transportation	6,736,525	615,428	-	-	-	-	-	-	-	-	7,351,953	
Environmental Protection	1,783,099	247,406	-	-	-	-	-	-	1,265,922	154,027	3,450,454	
Culture and Recreation	1,937,694	2,400	-	-	-	-	-	-	-	-	1,940,094	
Community & Economic												
Development	2,614,916	5,400	357,404	-	-	-	-	-	-	-	2,977,720	
Education	40,000	-	-	-	-	-	-	-	-	-	40,000	
Water & Sewer	-	-	-	19,656,226	266,278	-	-	-	-	-	19,922,504	
Mass Transit	-	-	-	-	-	1,270,075	-	-	-	-	1,270,075	
Fiber Optic	-	-	-	-	-	-	5,504,860	269,630	-	-	5,774,490	
Debt Service:												
Principal	596,952	269,663	32,000	3,111,848	-	-	2,330,000	-	-	-	6,340,463	
Interest	71,713	46,187	8,995	1,021,116	-	-	618,185	-	-	-	1,766,196	
Transfers To Other Funds	5,465,215	-	-	479,807	-	-	150,824	-	116,578	-	6,212,424	
Total Expenditures	\$42,848,198	\$ 4,058,196	\$398,399	\$24,268,997	\$ 266,278	\$1,270,075	\$ 8,603,869	\$ 269,630	\$ 1,382,500	\$ 154,027	\$ 83,520,169	
Budgeted Increase (Decrease) in Fund Balance	\$ (2,296,294)	\$ (46,179)	\$ -	\$ (1,000,000)	\$ 219,529	\$ (75,000)	\$ -	\$ 4,024	\$ -	\$ (36,699)	\$ (3,230,619)	
Full Accrual Adjustments: <sup>1</sup>												
Budgeted Capital Outlay	-	-	-	500,000	266,278	70,190	474,426	269,630	-	154,027	1,734,551	
Budgeted Debt Principal	-	-	-	3,111,848	-	-	2,330,000	-	-	-	5,441,848	
Estimated Depreciation	-	-	-	(5,320,558)	-	(90,294)	(709,610)	-	(21,776)	-	(6,142,238)	
Estimated Fund Balance/ Net Assets 6/30/18	\$12,554,706	\$ 3,153,821	\$ 7,400	\$94,091,290	\$ 2,565,807	\$ 834,896	\$ (7,405,184)	\$ 373,654	\$ 828,224	\$ 417,328	\$ 107,421,942	

<sup>1</sup> The City's budget is developed on the modified accrual basis. Budgets for the General Fund and special revenue funds are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). Budgets for the enterprise funds are adopted on a basis consistent with GAAP except that bond principal payments and additions to fixed assets are treated as expenditures, and depreciation expense is not budgeted.

**SUMMARY OF INTERFUND TRANSFERS**  
**For the Year Ending June 30, 2018**

FUND	TO							
	General Fund	Water & Sewer	Stormwater		Fibrant	Fibrant		TOTAL OUT
	Capital Reserve	Capital Reserve	Transit	Capital Reserve	Capital Reserve	Capital Reserve	Capital Reserve	
F R O M	General	\$ 1,782,010	\$ -	\$ 465,322	\$ -		\$ 3,217,883	\$ 5,465,215
	Water & Sewer	-	479,807	-	-			479,807
	Stormwater	-	-	-	116,578			116,578
	Fibrant					150,824		150,824
	TOTAL IN	\$ 1,782,010	\$ 479,807	\$ 465,322	\$ 116,578	\$ 150,824	\$ 3,217,883	\$ 6,212,424

# SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS

	FY2015-16 ACTUAL	FY2016-17 ESTIMATE	FY2017-18 ADOPTED
<b>REVENUES:</b>			
<b>GENERAL FUND/CAPITAL RESERVE FUND</b>			
Taxes	\$ 18,742,491	\$ 18,937,089	\$ 20,372,599
Unrestricted Intergovernmental	9,865,736	10,455,297	10,374,800
Restricted Intergovernmental	1,432,847	1,782,422	2,330,270
Charges for Services	7,077,726	7,231,799	7,182,686
Miscellaneous	586,261	566,345	351,251
Long-term Debt Issued	-	690,000	2,170,305
Fund Balance Appropriated	-	-	2,342,473
Transfers From Other Funds	1,561,638	1,661,396	1,782,010
Total Available Resources	\$ 39,266,700	\$ 41,324,348	\$ 46,906,394
<b>WATER &amp; SEWER FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 22,707,432	\$ 24,302,713	\$ 22,307,997
Miscellaneous	950,588	1,114,746	967,000
Appropriated Fund Balance	-	-	1,000,000
Transfers From Other Funds	390,911	514,039	479,807
Total Available Resources	\$ 24,048,931	\$ 25,931,498	\$ 24,754,804
<b>MASS TRANSIT FUND</b>			
Restricted Intergovernmental	\$ 738,351	\$ 682,409	\$ 569,753
Charges for Services	78,012	140,401	148,000
Miscellaneous	8,283	12,771	12,000
Fund Equity Appropriated	-	-	75,000
Transfers From Other Funds	465,322	465,322	465,322
Total Available Resources	\$ 1,289,968	\$ 1,300,903	\$ 1,270,075
<b>FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 6,050,363	\$ 6,233,139	\$ 5,364,486
Miscellaneous	33,121	136,135	144,330
Transfers From Other Funds	-	2,344,951	3,368,707
Long-Term Debt Issued	-	28,990,000	-
Total Available Resources	\$ 6,083,484	\$ 37,704,225	\$ 8,877,523
<b>STORMWATER UTILITY FUND &amp; CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 1,164,848	\$ 1,363,565	\$ 1,362,000
Other Operating/Miscellaneous	22,864	27,914	21,250
Transfers From Other Funds	93,384	104,490	116,578
Fund Balance Appropriated	-	-	36,699
Total Available Resources	\$ 1,281,096	\$ 1,495,969	\$ 1,536,527
<b>SPECIAL REVENUE FUNDS</b>			
Restricted Intergovernmental	\$ 317,795	\$ 428,144	\$ 368,399
Miscellaneous	24,992	122,485	30,000
Total Available Resources	\$ 342,787	\$ 550,629	\$ 398,399
<b>TOTAL BUDGETED REVENUES &amp; OTHER FINANCING SOURCES:</b>			
Taxes	\$ 18,742,491	\$ 18,937,089	\$ 20,372,599
Unrestricted Intergovernmental	9,865,736	10,455,297	10,374,800
Restricted Intergovernmental	2,488,993	2,892,975	3,268,422
Charges for Services	37,078,381	39,271,617	36,365,169
Miscellaneous	1,617,826	1,967,625	1,525,831
Long-term Debt Issued	-	29,680,000	2,170,305
Fund Balance Appropriated	-	-	3,454,172
Transfers From Other Funds	2,511,255	2,745,247	6,212,424
Total Available Resources	\$ 72,304,683	\$ 108,294,801	\$ 83,743,722

	<b>FY2015-16 ACTUAL</b>	<b>FY2016-17 ESTIMATE</b>	<b>FY2017-18 ADOPTED</b>
<b>EXPENDITURES</b>			
<b>GENERAL FUND/CAPITAL RESERVE FUND</b>			
General Government	\$ 8,569,143	\$ 7,473,512	\$ 9,474,140
Public Safety	12,601,305	12,816,031	16,999,656
Transportation	3,998,967	4,591,320	7,351,953
Environmental Protection	1,860,396	2,449,124	2,030,505
Culture and Recreation	2,474,162	1,789,490	1,940,094
Community/Econ Devlpmt	2,934,490	2,690,761	2,620,316
Education	38,107	38,107	40,000
Debt Service	1,419,487	2,132,555	984,515
Transfers To Other Funds	<u>2,026,960</u>	<u>4,319,805</u>	<u>5,465,215</u>
Total Expenditures	\$ 35,923,017	\$ 38,300,705	\$ 46,906,394
<b>WATER &amp; SEWER FUND/CAPITAL RESERVE FUND</b>			
Water & Sewer	\$ 16,824,223	\$ 21,550,835	\$ 20,142,033
Debt Service	5,190,314	4,895,340	4,132,964
Transfers To Other Funds	<u>390,911</u>	<u>504,100</u>	<u>479,807</u>
Total Expenditures	\$ 22,405,448	\$ 26,950,275	\$ 24,754,804
<b>TRANSIT FUND</b>			
Mass Transit	<u>\$ 1,038,754</u>	<u>\$ 1,160,759</u>	<u>\$ 1,270,075</u>
Total Expenditures	\$ 1,038,754	\$ 1,160,759	\$ 1,270,075
<b>FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND</b>			
Fiber Optic Network	\$ 2,943,897	\$ 5,139,376	\$ 5,778,514
Debt Service/Debt Refunding	3,115,377	34,876,116	2,948,185
Transfer To Other Funds	<u>-</u>	<u>151,864</u>	<u>150,824</u>
Total Expenditures	\$ 6,059,274	\$ 40,167,356	\$ 8,877,523
<b>STORMWATER UTILITY FUND/CAPITAL RESERVE FUND</b>			
Environmental Protection	\$ 947,451	\$ 1,040,651	\$ 1,419,949
Transfers to Other Funds	<u>93,384</u>	<u>104,490</u>	<u>116,578</u>
Total Expenditures	\$ 1,040,835	\$ 1,145,141	\$ 1,536,527
<b>SPECIAL REVENUE FUNDS</b>			
Community/Econ Devlpmt	\$ 302,022	\$ 427,463	\$ 357,404
Debt Service	<u>44,313</u>	<u>42,672</u>	<u>40,995</u>
Total Expenditures	\$ 346,335	\$ 470,135	\$ 398,399
<b>TOTAL BUDGETED EXPENDITURES</b>			
General Government	\$ 8,569,143	\$ 7,473,512	\$ 9,474,140
Public Safety	12,601,305	12,816,031	16,999,656
Transportation	3,998,967	4,591,320	7,351,953
Environmental Protection	2,807,847	3,489,775	3,450,454
Culture and Recreation	2,474,162	1,789,490	1,940,094
Community/Economic Dev	3,236,512	3,118,224	2,977,720
Education	38,107	38,107	40,000
Water & Sewer	16,824,223	21,550,835	20,142,033
Mass Transit	1,038,754	1,160,759	1,270,075
Fiber Optic Network	2,943,897	5,139,376	5,778,514
Debt Service/Debt Refunding	9,769,491	41,946,683	8,106,659
Transfers To Other Funds	<u>2,511,255</u>	<u>5,080,259</u>	<u>6,212,424</u>
Total Expenditures	<u>\$ 66,813,663</u>	<u>\$ 108,194,371</u>	<u>\$ 83,743,722</u>

## SUMMARY OF CAPITAL EXPENDITURES

The City defines capital expenditures as facilities maintenance and the purchase of vehicles, equipment, and software which individually amounts to a value in excess of \$5,000 for budgetary purposes and an expected life of more than one year. The following table summarizes capital expenditures by fund:

	Requested FY 17 -18	Mgr Recommends FY 17 -18	Adopted FY 17 -18
Total General Fund	\$ 3,843,717	\$ 1,269,591	\$ 1,269,591
Total General Fund Capital Reserve Fund	6,345,502	3,619,516	3,619,516
Total Water & Sewer Fund	526,000	500,000	500,000
Total Water/Sewer Capital Reserve Fund	396,278	266,278	266,278
Total Mass Transit Fund	70,190	70,190	70,190
Total Stormwater Fund	7,500	-	-
Total Stormwater Capital Reserve Fund	154,027	154,027	154,027
Total Fibrant Communications Fund	514,426	474,426	474,426
Total Fibrant Communications Capital Reserve	704,630	269,630	269,630
Total All Funds	<u>\$ 12,562,270</u>	<u>\$ 6,623,658</u>	<u>\$ 6,623,658</u>

## REVENUE ASSUMPTIONS FOR FY2017-18

### General Fund Revenue

#### Taxes:

**Property Taxes** –Property tax values are provided by the Rowan County Tax Assessor’s office. The office projects slight growth in the tax base. A 2.17% uncollectible rate was used.

**MSD (Municipal Service District) Property Taxes** – Property tax values are provided by the Rowan County Tax Assessor’s office. The office projects very slight growth in the tax base.

**Prior Year Property Taxes** - Based on historical trends adjusted by the size of the 2016 property tax receivable balance projected as of June 30, 2017 adjusted for the economy.

**Interest on Delinquent Taxes** - Based on historical trends.

**Vehicle Tax** – Based on number of vehicles inside City Limits.

**Other Taxes** - Based on historical trends.

#### Intergovernmental (Restricted and Unrestricted):

**Federal** - Based on anticipated and existing grants. The two largest grants are CMAQ grants to fund sidewalks and bike lanes.

**State** - Based on FY2017-18 state shared receipts plus anticipated state grants. The City receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage (see graph on page 1-9).

**Local Option Sales Tax** - Based on estimates provided by the North Carolina League of Municipalities and last year's sales data (see graph on page 1-9).

**Other** - Based on payment in lieu of taxes from the Housing Authority (see graph on page 1-10).

#### Charges for Services:

**Environmental Protection** - Based primarily on existing user charges for recycling, landfill tipping fees, and garbage collection.

**Culture and Recreation** - Based on projected activities, participation, and fee levels.

**Code Services Fees** – Based on historical trends.

**Public Safety** - Based on historical trends for the revenues derived from police and fire protection and charges for radios and pagers to public agencies within the area (see graph on page 1-10).

**Cemetery** - Based on historical trends.

**Radio Antenna and Paging Rentals** – Based on historical trends.

**Rentals and Sale of Property** - Based on historical trends (see graph on page 1-10).

**Licenses and Permits** – Previously was based on rental vehicle license and a projection of all currently licensed businesses in Salisbury at the current license rates with an adjustment for the local business climate.

But the NC General Assembly in the 2014 session repealed the local privilege tax in FY2015-16. At this time, there is no replacement revenue for the loss. (see graph on page 1-9).

**Administrative Revenue** - Based on estimated expenditures for services provided by General Fund departments that are reimbursed by the Enterprise Funds. These expenditures are the sum of the estimated percentage of time each General Fund department expends on behalf of the Enterprise Funds multiplied by the departmental budget. This transfer amount is calculated annually.

**Other** - Based on historical trends.

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2017-18.

**Donations** - Based on historical trends and anticipated donations.

**Other** - Based on historical trends (see graph on page 1-10).

### **General Fund Capital Reserve Fund Revenue**

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2017-18.

**Other** - Based on historical trends.

**Other Financing Sources:**

**Proceeds from Capital Leases** – Based on financing the replacement of two fire trucks.

**Operating Transfer from General Fund** - Funding based on vehicle, radio, and computer replacement schedules that the General Fund will place in reserve for future vehicle, radio, and computer purchases.

### **Water and Sewer Fund Revenue**

**Operating Revenues:**

**Charges for Services** - Based on estimates using historical volumes, trends, projections, and revised rates based on a comprehensive rate review completed in April 2017.

**Water and Sewer Taps** – Based on the projected taps to be completed in FY2017-18.

**Nonoperating Revenues:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2017-18.

**Miscellaneous Revenues** - Based on historical trends.

### **Water and Sewer Capital Reserve Fund Revenue**

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2017-18.

**Other Financing Sources:**

**Operating Transfer from Water and Sewer Fund** - Funding based on vehicle and computer replacement schedules that the Water and Sewer Fund will place in reserve for future vehicle and computer purchases.

### **Transit Fund Revenue**

**Operating Revenues:**

**Charges for Services** - Based on estimates using historical ridership, trends, and current fare structure.

**Nonoperating Revenues:**

**Intergovernmental** - Based on estimates provided by the State of North Carolina.

**Other Financing Sources:**

**Operating Transfer from General Fund** - The amount of subsidy that the General Fund will provide the Transit Fund during FY2017-18.

### **Special Revenue Funds Revenue**

**Intergovernmental:**

**Federal** - Based on an estimate provided by the U.S. Department of Housing and Urban Development.

**Miscellaneous:**

**Other** - Based on anticipated program income.

## Fibrant Communications Fund Revenue

### Operating Revenues:

**Charges for Services** - Based on estimates for customers and charges from the Business Plan.

### Nonoperating Revenues:

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2017-18.

### Other Financing Sources:

**Operating Transfer from General Fund** - The amount of subsidy that the General Fund will provide the Fibrant Communications Fund during FY2017-18.

## Fibrant Communications Capital Reserve Fund Revenue

### Other Financing Sources:

**Operating Transfer from Fibrant Communications** - Funding based on vehicle and computer replacement schedules that the Fibrant Communications Fund will place in reserve for future vehicle and computer purchases.

## Stormwater Fund Revenue

### Operating Revenues:

**Charges for Services** - Based on estimates for customers and charges from the Stormwater Funding Plan.

## Stormwater Capital Reserve Fund Revenue

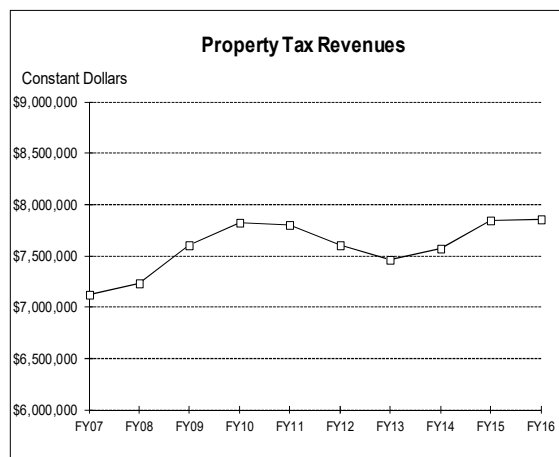
### Other Financing Sources:

**Operating Transfer from Stormwater Fund** - Funding based on vehicle and computer replacement schedules that the Stormwater Fund will place in reserve for future vehicle and computer purchases.

## TREND MONITORING

As noted previously, many revenues are budgeted based on historical trends. Trend monitoring is an essential element in the budgeting process for the City of Salisbury. Revenue information by line item is available for the current fiscal year, along with actual revenues for the past two fiscal years. The information is then evaluated based on past trends in conjunction with current estimates.

Trend factors are translated into indicators, which are then converted into graphs. As shown below, the graph has a warning sign that can necessitate appropriate action from the City. As shown in the graph, the City experienced growth in property tax revenues until FY11 when the results of the last recession begin to impact the growth of property values.



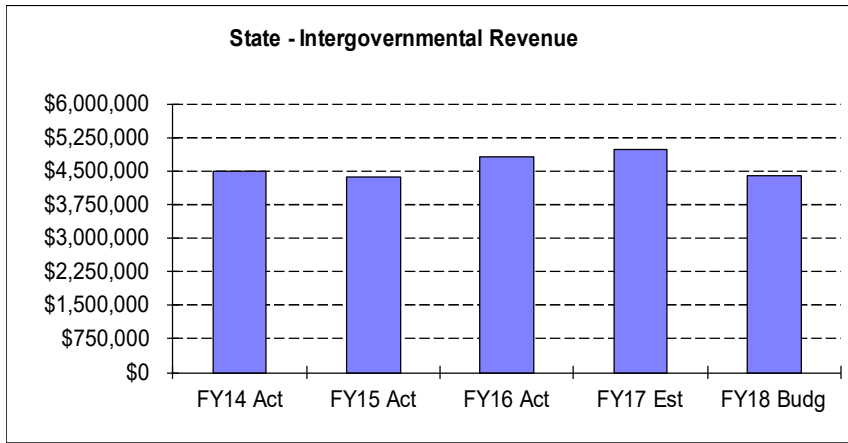
#### WARNING TREND:

Decline in property tax revenues (constant dollars)



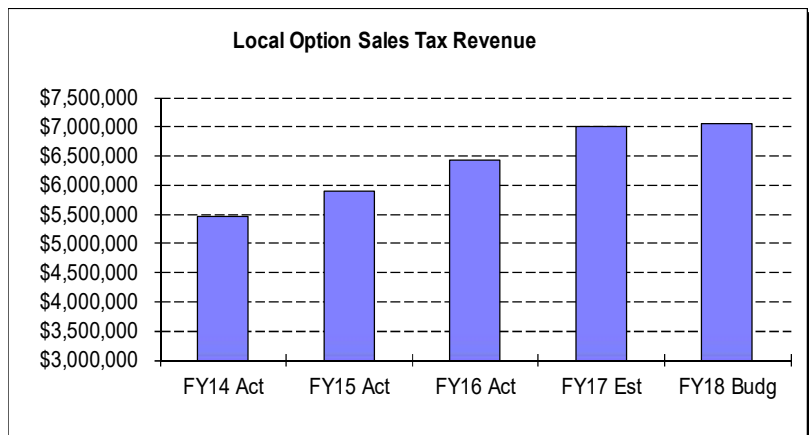
## OTHER REVENUE TRENDS

The following graphs are two of the other major revenue sources for the General Fund.

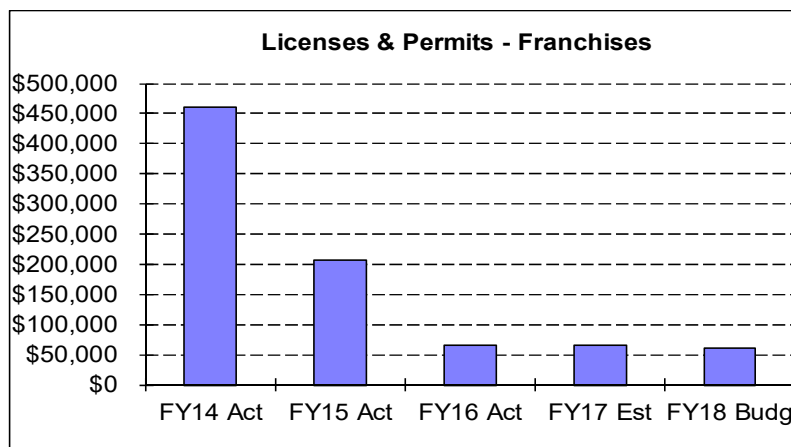


State intergovernmental revenue is comprised of state-shared receipts and grants. As of FY15, the City no longer received Hold Harmless Reimbursements.

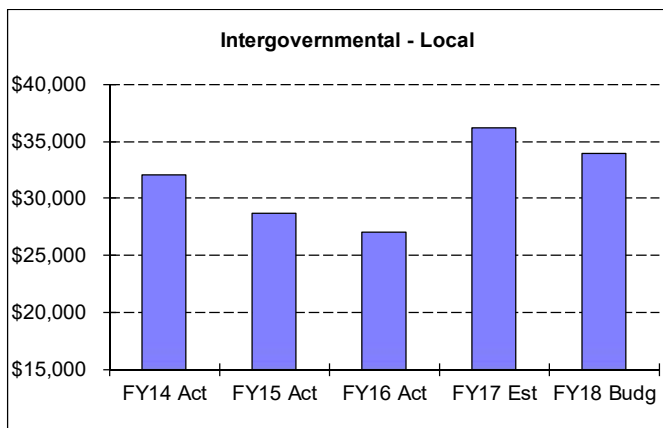
Local option sales tax revenue is based on the 1% and ½% local option sales tax. Based on the current economic forecasts, revenues have been increasing at modest pace since FY14. Beginning in the last quarter of FY16, the City started seeing an increase due to the expansion of the tax base, which now includes the taxation of some services.



The following graphs depict major revenue sources that are based on historical trends. Each graph has a brief description of that particular revenue source along with an analysis of the trends.

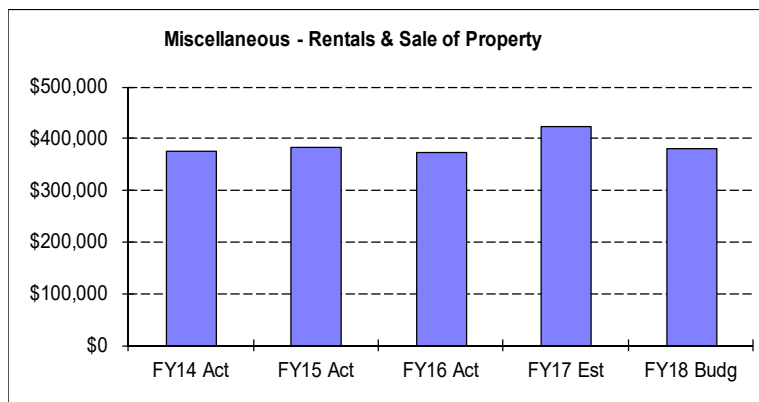
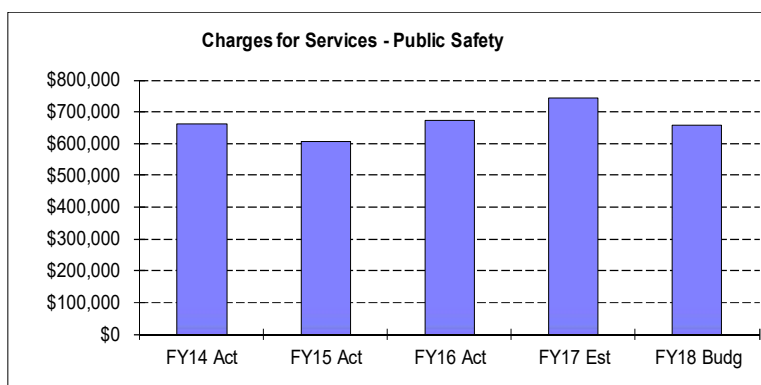


Permit revenues have been based on business privilege licenses and the rental vehicle licenses within the City. Rental Vehicle licenses were first realized in FY11 and have continued to be at the same consistent level each year thereafter. In the 2014 session, the NC General Assembly repealed the local privilege tax in FY2015-16. At this time, there is no replacement revenue for the loss.



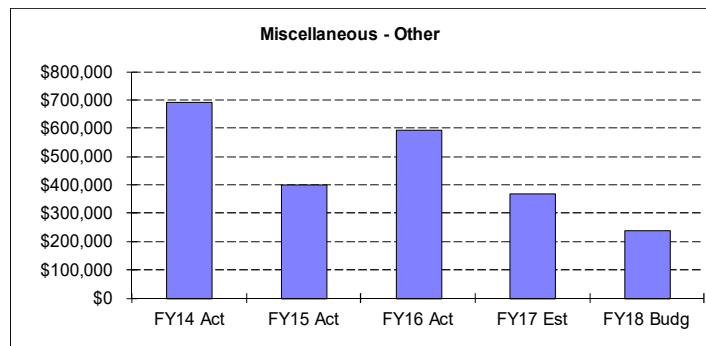
Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.

Revenues from public safety charges for services are derived from police and fire protection, and charges for radios and pagers to public agencies within the area.



Rental revenue, both residential and commercial, from the Plaza continues to increase. Other revenue sources for this category include sale of assets, sale of materials, and the rental of Hurley Park.

Other miscellaneous revenue is subject to significant fluctuation due to General Fund donations and miscellaneous revenue.



## **FINANCIAL MANAGEMENT AND BUDGET PROCESS**

### **FINANCIAL MANAGEMENT PROGRAM**

The City's financial management program continues to provide the citizens of the City with an approach which has served to enhance the City's excellent financial position by:

1. Investing all available funds not needed on a daily basis in order to maximize interest earnings
2. Allocating City resources only to program areas that meet community needs
3. Monitoring these program areas to ensure they are carried out within authorized levels

### **FINANCIAL MANAGEMENT SYSTEMS**

#### **FUND ACCOUNTING**

Governmental accounting systems should be organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts, recording cash and other financial resources together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or obtaining certain objectives in accordance with special regulations, restrictions, or limitations. Thus a governmental unit is a combination of several distinctly different fiscal and accounting entities, each having a separate set of accounts and functions.

The budgeted funds are as follows:

#### **Governmental Fund Types**

Governmental funds are those through which governmental functions typically are financed. The acquisition, use, and balances of the government's expendable financial resources and the related current liabilities, except those accounted for in the proprietary fund, are accounted for through governmental funds. The governmental fund measurement focus is based upon determination of financial position and changes in financial position (sources, usage, and balances of financial resources), rather than upon net income determination. The statement of revenues, expenditures, and changes in fund balance is the primary governmental fund operating statement.

##### **General Fund –**

The General Fund is the general operating fund of the City. The General Fund accounts for all financial resources except those that are required to be accounted for in another fund. The primary revenue sources are ad valorem taxes, governmental grants, and various other taxes and fees. The primary expenditures are for public safety, street maintenance and construction, sanitation services, parks and recreation, and economic development. An equipment replacement subfund for the General Fund is maintained for accounting and budgeting purposes. For financial reporting purposes, this subfund has been consolidated into the General Fund.

**Special Revenue Fund -** Special revenue funds account for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City maintains one Special Revenue Fund, a Community Development Fund.

#### **Proprietary Fund Types**

Proprietary funds are used to account for a government's ongoing organizations and activities which are similar to those found in the private sector. All assets, liabilities, equity, revenues, expenses, and transfers relating to the government's business and quasi-business activities (where net income and capital maintenance are measured) are accounted for through proprietary funds. The generally accepted accounting principles used here are those applicable to similar businesses in the private sector, and the measurement focus is upon determination of net income, financial position, and cash flows.

**Enterprise Funds -** Enterprise funds are used to account for business-type activities in which fees are charged to the customers to help cover all or most of the cost of the services provided.

The enterprise funds include the Water and Sewer Fund, Fibrant Communications Fund, Stormwater Utility Fund and Transit Fund. An equipment replacement subfund for Water and Sewer, Fibrant Communications and for Stormwater Utility is maintained for accounting and budgeting purposes. For financial reporting purposes, this subfund has been consolidated into the Water and Sewer Fund and Stormwater Fund.

## **BASIS OF ACCOUNTING**

In accordance with North Carolina General Statutes, all funds of the City are maintained during the year using the modified accrual basis of accounting.

Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments, and compensated absences, which are recognized as expenditures to the extent they have matured. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources.

The City considers all revenues available if they are collected within 90 days after year-end, except for property taxes. Ad valorem taxes receivable are not accrued as revenue because the amount is not susceptible to accrual. At June 30, taxes receivables are materially past due and are not considered to be an available resource to finance the operations of the current year.

Until FY2014, Rowan County was responsible for billing and collecting the property taxes on registered vehicles on behalf of all municipalities and special tax districts in the county, including the City of Salisbury. In FY2014, North Carolina implemented the Tag and Tax Together program – a more streamlined method for vehicle owners to pay their registration and vehicle taxes. Annual registration fees and vehicle property taxes will be paid to the Division of Motor Vehicles (DMV). In turn, the DMV will distribute the taxes to the appropriate counties.

Sales taxes and certain intergovernmental revenues, such as the utilities franchise tax, collected and held by the State at year-end on behalf of the City, are recognized as revenue. Intergovernmental revenues and sales and services are not susceptible to accrual because generally they are not measurable until received in cash. Grant revenues which are unearned at year-end are recorded as deferred revenues. Under terms of grant agreements, the City funds certain programs with combination of specific cost-reimbursement grants, categorical grants, and general revenues. Thus, when program expenses are incurred, there are both restricted and unrestricted net assets available to finance the program. It is the City's policy to first apply general revenues, followed by categorical block grants, and then cost-reimbursement grants.

The Proprietary Funds are accounted for using the economic resources measurement focus. The generally accepted accounting principles used in these funds are similar to those applicable to private sector businesses where the focus is upon determination of net income, financial position, and cash flows.

The basis of accounting determines when the revenues and expenditures or expenses and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

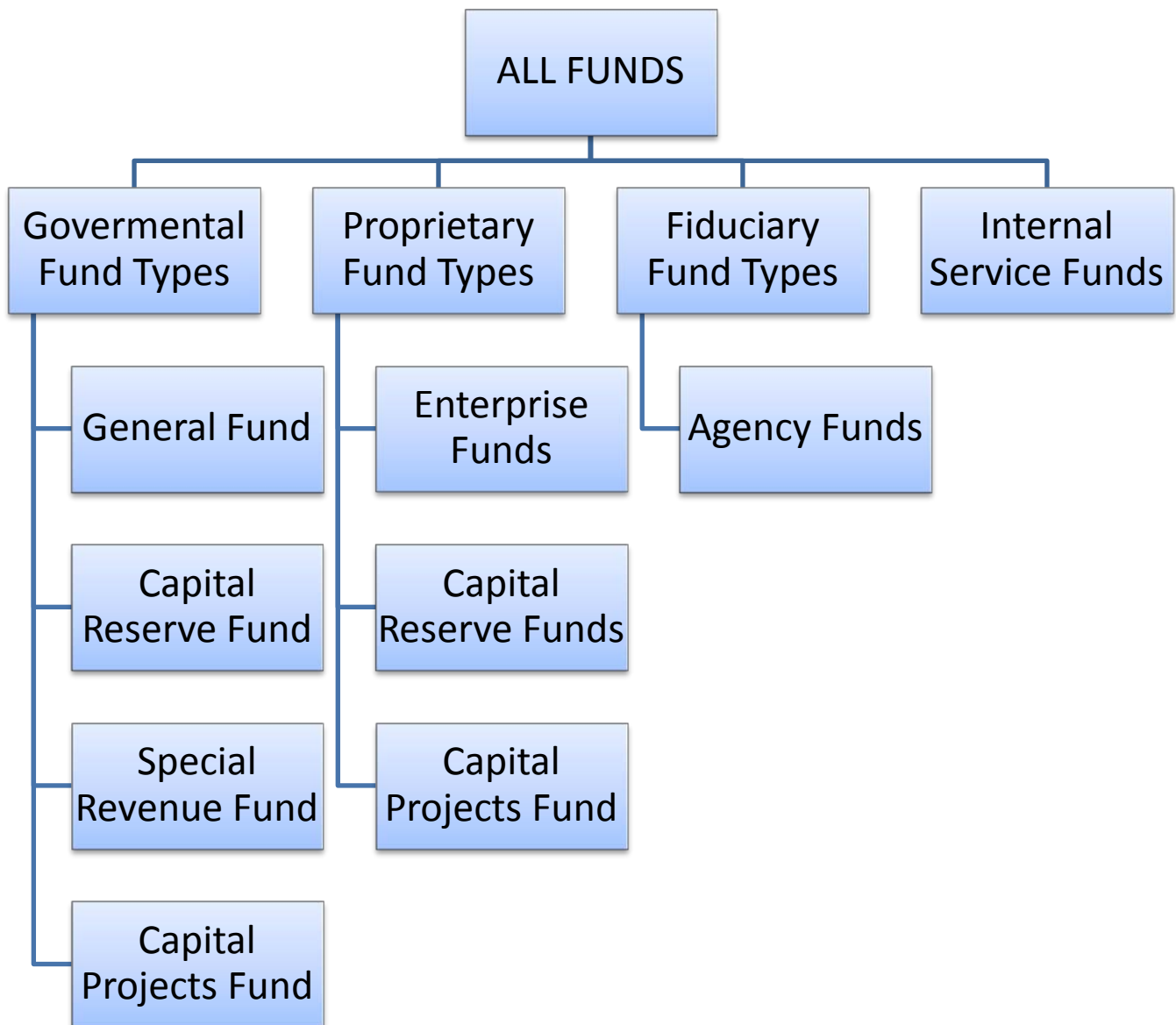
The Enterprise Funds reimburse the General Fund for expenditures made on its behalf in the central services departments (i.e., Human Resources, Management Services, Fleet, Risk Management). The General Fund pays the Water and Sewer Fund for its normal billable charges. These types of transactions are considered to be quasi-external transactions and are recorded as revenues and expenses in the appropriate funds.

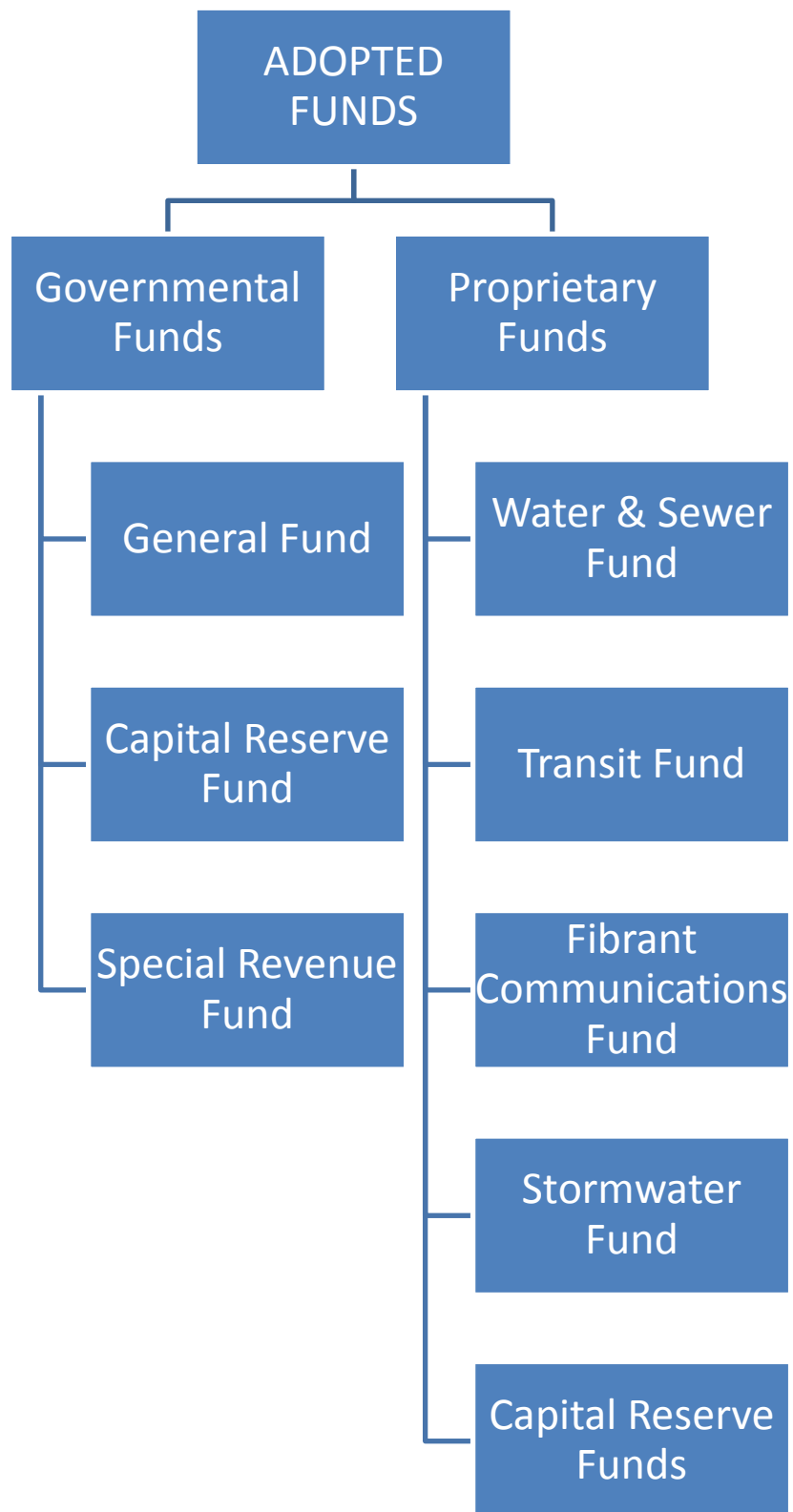
## **BASIS OF BUDGETING**

The City's budgets are adopted as required by the North Carolina General Statutes. An annual budget ordinance is adopted for the General, Special Revenue, and Enterprise funds. All annual appropriations lapse at fiscal year end. Project ordinances are adopted for the Capital Project Fund and Enterprise Fund Capital Projects Fund, which are consolidated with the operating funds for reporting purposes. These appropriations continue until the project is completed. All budgets are prepared using the modified accrual basis of accounting. Expenditures may not legally exceed appropriations at the functional level for all annually budgeted funds and at the object level for the multi-year funds. Budget Ordinances are required for any revisions that alter total expenditures of any fund. All ordinances must be approved by the City Council. The annual budget ordinance must be adopted by July 1 of

the fiscal year or the City Council must adopt an interim budget that covers that time until the annual ordinance can be adopted.

The City's budget is developed on the modified accrual basis as explained previously. Budgets for the General Fund and Special Revenue Fund are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). Budgets for the Enterprise funds are adopted on a basis consistent with GAAP except that bond proceeds and contributed capital are treated as other financing sources, bond principal payments and additions to fixed assets are treated as expenditures, depreciation expense is not budgeted, and no accruals are made for interest expense and vacation pay.





## **FINANCIAL MANAGEMENT POLICIES**

### **INVESTMENT POLICY**

The City's investment policy is to minimize credit and market risks while maintaining a competitive yield on its portfolio. Accordingly, deposits were either insured by federal depository insurance or collateralized. Salisbury City Council has approved this policy.

#### **Policies**

- Always consider the risk factor of an investment.
- Maintain liquidity in the investment portfolio at all times.
- Consider yield only after risk and liquidity are assured.
- Only purchase investments that can be perfected.
- No purchase of derivatives.
- Use only brokerages with offices in Salisbury.
- Maintain a mix of investments with no over-reliance on a single type of investment.
- Avoid long term investments.
- Always purchase investments with the intent to hold to maturity.
- Investments are made with cash not required to meet current disbursement needs after projecting cash requirements.
- Investments are competitively bid.
- All investments require the approval of two authorized employees to complete the transaction.

#### **Investments Used By City**

- US fully guaranteed investments.
- NC State Banks' and Savings and Loan Associations' CDs, NOWS, SuperNow, Shares, and Deposits in Savings.
- Obligations of the Federal Farm Credit Bank, the Federal Home Loan Banks, the Federal Home Loan Mortgage Corporation, and the Government National Mortgage Association.
- Prime quality commercial paper and bankers acceptance.
- North Carolina Capital Management Trust.

#### **Custodial Risk Assumed By City**

- GAAP requires that governments classify their investment's custodial risks into categories with least risk being Category 1 and highest risk being Category 3.
- Category 1 includes investments that are insured or registered, or for which the securities are held by the City or its agent in the City's name.
- All City investments are purchased and held as Category 1 investments.

## **FISCAL POLICIES**

### **Revenue Policy**

1. The cumulative increase of revenue from the levy of property tax will not exceed five (5) percent from the preceding year. The increase excludes: taxable value gained through annexation; the taxable value gained through new construction; tax increases mandated by the voters, courts, State, or federal governments.
2. The City will project revenues for five years and will update the projections annually prior to the beginning of the preparation of the annual budget.
3. The City will utilize user charges in lieu of ad valorem taxes for services that can be individually identified and where the costs are directly related to the level of service:
  - a) Recreational programs will be funded from user charges for all programs in which it is practical to charge. User charges should represent at least 15% of the total recreational budget.
  - b) Cemetery activities should be partially funded from user charges. User charges should represent at least 50% of the total Cemetery budget.
  - c) Waste Management Division's cost to use the County's landfill will be recovered completely from users.
  - d) User charges will pay for the cost of operating a recycling program.
  - e) The user charge fees for water and sewer will be sufficient to finance all operating, capital, and debt service costs for the Water and Sewer Fund.
4. All City charges and fees will be reviewed and updated annually.



### **Operating Budget Policy**

1. Current operating revenues will be sufficient to support current operating expenditures.
2. Debt or bond financing will not be used to finance current expenditures.
3. For programs with multiple revenue sources, the City will adhere to the revenue spending policy: the Finance Officer will use resources in the following hierarchy: bond proceeds, federal funds, State funds, local non-city funds, city funds.
4. Annually recurring revenues will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay).
5. The City will prepare a five-year operating budget which will include projections of annual growth plus allowances for operating costs of new facilities.
6. The City will develop a program to replace all information systems hardware at least once every four years.
7. The City will establish a Capital Replacement Fund for the replacement of vehicles, information systems hardware, and radio equipment. The Fund will purchase the equipment and lease it back to the appropriate department over its useful life. These lease payments will create a sinking fund to be utilized to purchase new equipment to replace the existing one.
8. The City will establish a Risk Management Program to provide for protection against loss and a reduction in exposure to liability. The City will establish a safety program to minimize the City's exposure to liability and thereby reduce the number of claims against the City.
9. The City will avoid budgetary practices that balance current expenditures at the expense of meeting future year's expenses.
10. The City will only use one-time revenues for the funding of capital improvements or other non-recurring expenditures.

### **Capital Improvement Policy**

1. The City will prepare and adopt a five-year Capital Improvement Program which will detail each capital project, estimated cost, description, and funding source.
2. Operating expenditures will be programmed to include the cost of implementing the Capital Improvement Program and providing all manpower, operating costs, and capital outlay required.
3. The City will prepare and update annually a resurfacing and replacement policy for street and sidewalk improvements.

### **Accounting Policy**

1. The City will establish and maintain the accounting systems according to the generally accepted principles and standards of the Government Accounting Standards Board (GASB) and the National Committee on Governmental Accounting.
2. An annual audit will be performed by an independent public accounting firm which will issue an official opinion on the annual financial statements, with a management letter detailing areas that need improvement (if required).
3. Full disclosure will be provided in the financial statements and bond representation.
4. Financial systems will be maintained to monitor expenditures and revenue on a monthly basis with a thorough analysis and adjustment (if required).
5. Interfund loans are authorized according to the resolution adopted by City Council on November 17, 2009.
6. All revenue collections will be consolidated under the City's Financial and Business Services Department.
7. The City will continue to obtain the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from the GFOA.

### **Debt Policy**

1. Capital projects, financed through the issuance of bonds, shall be financed for a period not to exceed the expected useful life of the project.
2. The general obligation debt of the City will not exceed 8 percent of the assessed valuation of the taxable property of the City.
3. Interest, operating and/or maintenance expenses will be capitalized only for facilities or enterprise activities and will be strictly limited to those expenses incurred prior to actual operating of the facilities.



4. Interfund loans will be made as needed according to the Resolution approved by the City Council. The interest rate for those loans requiring the repayment with interest was revised as of June 30, 2011 to 1% which is reflective of what the City can currently earn on investments.

#### **Reserve Policy**

1. The City will work to increase the unreserved fund balance to 25% of the General Fund Operating Budget. These funds will be used to avoid cash flow interruptions, generate interest income, reduce need for short-term borrowing and assist in maintaining an investment grade bond rating.
2. The City will maintain a two-to-one ratio of total current assets over total current liabilities in the Water and Sewer Utility Fund.

### **BUDGETS AND BUDGETARY ACCOUNTING**

Budgetary control is an essential element of governmental accounting and reporting. The City Council is required by State law to adopt an annual balanced budget for all funds except for the fiduciary funds and to utilize "encumbrance accounting" as defined in the statutes. Budgetary control is maintained at the departmental level by the encumbrance of estimated purchase amounts prior to the release of purchase orders to vendors. Purchase orders which result in an overrun of departmental balances are not released until additional appropriations are made available. Open encumbrances lapse at year end and are reinstated against the subsequent year's appropriation. They are shown as a reservation of fund balance in the Comprehensive Annual Financial Report. Appropriations are made at the departmental level and amended as necessary. A portion of fund balance may be appropriated to balance a fund's budget. All annual appropriations lapse at year end.

The City follows these procedures in establishing the budgetary data:

1. Prior to June 1, the City Manager submits to the City Council a proposed operating and capital budget for the fiscal year commencing the following July 1. The budget includes proposed expenditures and the means of financing them.
2. A public hearing is conducted to obtain taxpayer comments.
3. Prior to June 30, the budget is legally enacted through passage of an ordinance.
4. The City Manager is authorized to transfer budgeted amounts between departments; however, any revisions that alter the total expenditures of any fund must be approved by the City Council.
5. Formal budgetary integration is employed as a management control device during the year for the General Fund, special revenue funds, and enterprise funds. Budgetary performance can be quantitatively measured and accounted for throughout the year.

### **GOAL SETTING AND BUDGETARY PROCESS**

The City Council and Management Team meet at an annual Budget Retreat held for the purpose of establishing goals and priorities for the City's Budget.

In preparation for this Retreat, the City's Finance Staff contracted with a consultant to prepare a comprehensive 10-Year Capital Improvement Plan (CIP) for both the General Fund and the Water and Sewer Fund. The CIP helps guide funding priorities in the upcoming city budget.

Additionally, the City's Management Team meets with the City's Boards and Commissions for goal setting sessions and with their own department to clarify and establish goals. Goals from the Boards and Commissions are presented to City Council to request city funding.

Each department manager begins considering the personnel needed, operational costs and capital outlay associated with performing the goals as set forth by City Council. Budget staff prepare and have available on the City's server budgetary request forms in accordance with the Budget Calendar.

Upon return of the completed forms, and departmental input of budget requests, the City Manager and Budget Team meet with each member of the City's Management Team to review his respective budget requests and justifications. The City Manager and Budget Team then evaluate each department's request for personnel, operational items, and capital outlay. The evaluation process is detailed and time-consuming. For each department, every line item justification is reviewed in light of the departmental goals and needs. Any additional

personnel must be justified by the department and then assessed by Human Resources and Financial Services for need and appropriate staffing. Operational items are usually held to an increase no greater than that of the inflation rate.

A large impact on budgetary dollars is the amount spent on capital outlay. All departments submit a ten-year capital improvement program with each item justified and ranked as to priority. Every capital outlay item is reviewed regarding need and whether the capital acquisition assists in accomplishing the stated goals. The budget document is then assembled using a file downloaded from the financial system and combined with personal computer spreadsheets and word processing files.

The Budget Message is prepared by the City Manager with highlights of the major budgetary discussions with supporting analyses for his recommendations.

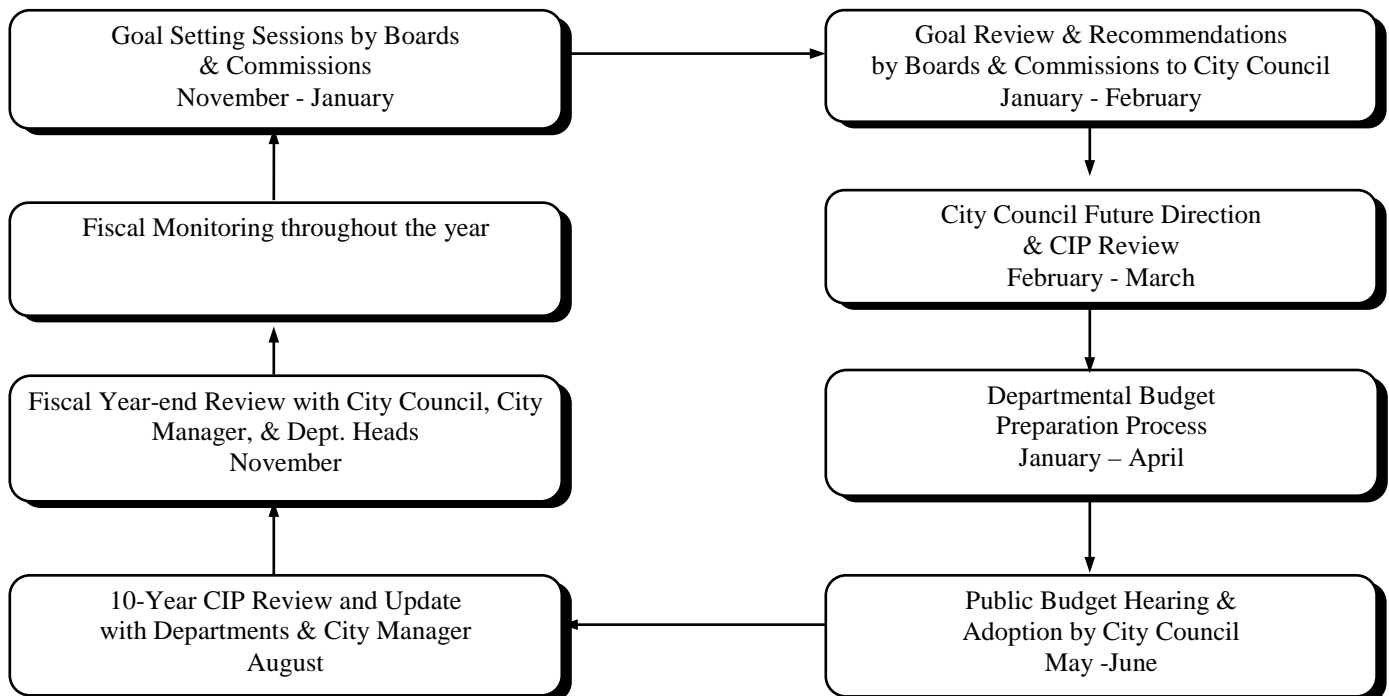
The availability of the budget document, before and after adoption, is made known through published newspaper notices and announcements at regularly scheduled Council meetings. Additionally, the recommended and adopted budget document is accessible for downloading through the City's web site at **[www.salisburync.gov](http://www.salisburync.gov)**.

The City Manager submits the budget to City Council and after proper public notice, the City Council conducts a public hearing and budget work sessions. The City Council then adopts the budget through the passage of an ordinance by June 30.

During the fiscal year, the City Manager holds quarterly meetings with the City's Management Team to discuss budget to actual variances, along with any unbudgeted expenses that have been identified after the budget adoption.

At this point, the cycle begins again for the budgetary process. The various Boards and Commissions meet for their goal setting sessions while the City is gathering input from its citizens via surveys and group meetings. The cycle is shown below.

#### GOAL SETTING/BUDGET CYCLE



**CITY OF SALISBURY**  
**FY2017-2018 BUDGET CALENDAR**

1/18/17 - 2/21/17	Prepare personnel request forms; present staffing patterns and personnel request information.  Prepare schedules for fixed operational costs.  Prepare FY2017-18 – 2026-27 Capital Improvement Program request forms.	Financial Services
January 2017	Vehicle Review Committee meeting for evaluation of vehicles.	Vehicle Review Committee
2/3/17	Start of budget data entry. Complete all budget request forms no later than February 22, 2017.	Management Team and Division Managers
As Returned	Review of Specific Budget Proposals.	Budget Team, Department Heads and Division Managers
2/16/17	Hold Information Session at Park Avenue Community Center for 2017-18 CDBG & HOME Funds.	Community Planning Services Staff
2/21/17	First reading of 2017-2018 CDBG & HOME; hold Public Hearing on the use of 2017-18 CDBG & Home Funds	Community Planning Services Staff
2/28/17	Chairmen of Boards and Commissions to present goals to City Council.	Chairmen of City Boards and Commissions and appropriate City Staff
TBD	Assign Retreat Goals to Staff for inclusion in Budget	City Manager and Staff
TBD	Complete 10-Year CIP	City Manager, Department Heads, Division Managers
2/1/17- 2/28/17	Prepare FY2016-2017 year-end revenue estimates and FY2017-18 revenue estimates on all funds.	Financial Services, Utilities Director, Fibrant GM & Transit Manager
TBD	Assign Retreat Goals to Staff for inclusion in Budget	City Manager and Staff
3/23/17	CIP/Goals Retreat	Mayor, City Council, City Manager and Staff
4/20/17 - 4/25/17	Departmental budget cuts to balance budget; two- or three-day turnaround.	City Manager, Department Heads, Division Mangers
Before 5/30/17	City Manager to preview recommended Budget for City Council.	City Manager

**CITY OF SALISBURY**  
**FY2017-2018 BUDGET CALENDAR**

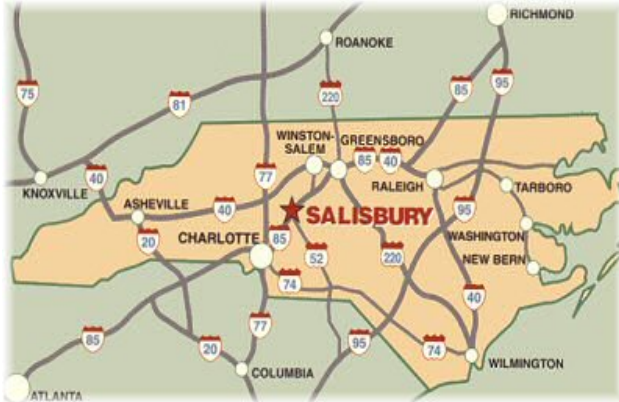
Based on Scheduling	Place ad in THE SALISBURY POST to advertise one time for public hearing.	City Clerk
Based on Scheduling	Place ad in THE SALISBURY POST to give Notice of Budget Work Session.	City Clerk
5/24/17	Budget Work Session	Mayor, City Council, City Manager and Staff
6/6/17	Hold a public hearing on the adoption of the Budget at 4:00 pm in Council Chambers at City Hall.	City Council
6/6/17	City Council to adopt Budget.	City Council
July 2017	Report tax rate to Rowan County Tax Supervisor.	City Clerk
Summer 2017	Brief Boards and Commissions Chairmen on Adopted Budget.	Chairmen of City Boards and Commissions and appropriate City Staff



# FACTS AND INFORMATION ABOUT THE CITY OF SALISBURY, NORTH CAROLINA

## LOCATION

Salisbury, the county seat of Rowan County, is located in the heart of the beautiful Piedmont area, the industrial heart of the State. Salisbury is located midway between Charlotte and Winston-Salem, 296 miles from Atlanta, Georgia and 368 miles from Washington, D.C.



## CLIMATE

The climate of the Salisbury area is moderate, a definite advantage to those who live and work here. The massive mountains of Western North Carolina form a natural barrier against the cold east-west winds. While definitely southern in climate, Salisbury is far enough north and has sufficient altitude to escape the humid summers of many other southern regions. Extremes in climate are very rare and short-lived. In winter the high temperature is about 53 degrees, with a low around 30 degrees. The total snowfall is normally about 3 inches each year. In the summer, the high averages about 88 degrees, with a low of 67 degrees.

## POPULATION

The population of the City of Salisbury has increased steadily during the past decade. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 34,285 based upon estimates from the North Carolina Office of State Planning.

## HISTORY

Scotch-Irish, who originally settled in Lancaster County, Pennsylvania, moved down the "Great Wagon Road" 435 miles to Trading Ford on the Yadkin River to become the first settlers in Rowan County.

The County of Rowan was established in 1753. At this time, Rowan included all territory north to Virginia and east to what we know now as Guilford County and west to the mountains. Eventually, 26 counties were formed from Rowan. Rowan County was named for Matthew Rowan, acting governor for the colony in 1753.

The deed for Salisbury is dated February 11, 1755. The court center, called prior to this time Rowan Court House, was a bustling little village of seven or eight log cabins, a courthouse, jail and pillory, according to Governor Arthur Dobbs who visited here in late 1755.

The Court House dates to 1753 and consists of deeds, marriages, and miscellaneous records of value. Papers formerly in the Clerk's Office such as the early court minutes are stored at the State Department of Archives in Raleigh. Familiar names in American history adorn these records.

Andrew Jackson, Archibald Henderson, William R. Davie, Daniel Boone, Lord Cornwallis, Richard Caswell and many other prominent local families as the Barkleys, Hoovers, and Polks, all ancestors of presidents or vice-presidents, appear time and again in the deeds and court minutes of the county.

*Henderson Law Office*



Two years before the national Declaration of Independence and one year before the Mecklenburg Declaration of Independence, a group of patriotic citizens of Rowan County, serving as a Committee of Safety, on August 8, 1774, adopted the Rowan Resolves containing the pioneer element toward liberty and independence from Britain. These resolves reached the highest note of any passed in



the colony in calling for the abolishment of the African Slave trade and urging the colonies to "unite in an indissoluble union and association". These resolves are located in the State Archives and are the only ones of the many passed in this period that is preserved.

So many legends and lifestyles have been passed down over the passage of time. Daniel Boone began his exploration of the Blue Ridge Mountains from here in Salisbury. Near the present-day library is the small office where Andrew Jackson studied law and was admitted to the bar before he moved westward.

For all the struggles and hardships our ancestors endured, they have provided Salisbury with character and a rich heritage.

### **GOVERNMENT**

The City of Salisbury's government is organized according to the Council-Manager form of government. The City Council, which formulates policy for the administration of the City, together with the Mayor, constitutes the governing body of the City. The five members are elected to serve two-year terms of office. The Mayor is elected from the five Council members. The Mayor presides at City Council meetings. Also, a Mayor Pro Tem is elected by City Council members from the five to serve as Mayor during her absence or disability.

The City Council appoints the City Manager to serve as the City's Chief Executive Officer. The City Manager is responsible for implementing the policies of the City Council, directing business and administrative procedures, and appointing departmental officers. At the present time, the City Manager is assisted by the City Clerk and twelve staff departments: Business and Financial Services, Human Resources, Communications, Fire, Police, Community Planning Services, Engineering, Public Services, Transit, Parks and Recreation, Salisbury-Rowan Utilities, and Broadband/Infrastructure Services. The City provides a full range of municipal services allowable under State law including law enforcement, fire protection, zoning and code enforcement, cemeteries, recreation centers and parks, street maintenance, sanitation, and water and sewer systems.

The City of Salisbury is a separate legal entity from Rowan County as permitted by the State of North Carolina. The City is independent of county government, but does provide some overlapping services such as police protection and recreational facilities. The county, not the city, is held

responsible by State Statutes to provide health and social services and court services.

### **UTILITIES**

Salisbury operates its own water and sewer system. The Yadkin River, which forms the northeast boundary of Rowan County, provides Salisbury with an abundant supply of good water. The average daily flow is nearly 2 billion gallons per day. The Salisbury water system, using the Actiflo high-rate clarification process, has a permitted treatment capacity of up to 24 million gallons per day. Average daily production during FY 2016 was 9.3 million gallons per day. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the service area.

The Salisbury water system supplies the following towns in Rowan County: Salisbury, Spencer, East Spencer, Granite Quarry, Rockwell, and China Grove. Service has been extended along major growth corridors and to a number of industrial sites well beyond the city limits. The water supply meets or exceeds all federal and State quality requirements.

Salisbury's two wastewater treatment facilities serve as the area's regional wastewater utility, which includes the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry, Faith and Rockwell. Total daily treatment capacity is 12.5 million gallons. Average daily treatment in FY 2016 was 8.7 million gallons per day.

The City now offers television, high-speed internet, and digital telephone services through Fibrant – the City's Broadband Services Utility.

Other utilities are provided by Duke Energy, Piedmont Natural Gas, AT&T, Windstream, and Spectrum.

### **TRANSPORTATION**

Salisbury, nearly the geographic center of North Carolina, is located on Interstate Highway 85, 42 miles from Charlotte, 52 miles from Greensboro and 39 miles from Winston-Salem. It is the crossroads of I-85, U.S. 29, 52, 70, 601 and N.C. 150. Over 7 million people live within 100 miles of Salisbury, 3.25 million within 50 miles. The seaports of Wilmington, Morehead City, Charleston, and Norfolk are less than a one-day truck haul away.

Rowan County Airport, three miles from downtown Salisbury, has a 5,800 ft. x 100 ft. paved and lighted runway. Hangar space and private plane servicing are available.

Two major commercial airports are within a one-hour drive of Salisbury – Charlotte-Douglas International (CLT) in Charlotte and Piedmont Triad International (PTI) in Greensboro. Additionally, these airports provide regular air passenger services to all parts of the United States via various airlines. There are also non-stop, international flight options available to Frankfurt, London, Rome, and San Juan, among other global destinations.

Greyhound provides bus service to Salisbury with daily arrivals and departures. Local bus service is provided by the City's Transit System.

*The Depot*



Amtrak provides rail transportation with service on the Piedmont and the Carolinian from New York City to Charlotte, North Carolina. Arrivals and departures are from The Depot, a renovated station of the Salisbury Railroad Station Depot, originally built in 1907.

### **MOTELS**

An ideal area for meetings and conventions, Salisbury has twelve motels, with nearly 1,000 rooms, and two bed and breakfast establishments in our historic district.

### **EDUCATION**

Salisbury is home to four colleges. Catawba College was founded in Newton, North Carolina in 1851, and moved to Salisbury in 1925. Catawba has thirty buildings comprising a physical plant unsurpassed in the East for a college of this size and style. It has a total enrollment of 1,300 Liberal Arts students and is affiliated with the United Church of Christ. U.S. News and World Report ranked Catawba 15th among Best Regional Colleges in the South for 2016. Livingstone College was founded in 1879, and has 1,300 Liberal Arts students. It is supported by the African Methodist Episcopal Zion Church. Rowan-Cabarrus Community College offers two-year educational programs leading to the associate's degree in applied science. In addition, one-year diploma programs are offered in five fields. There is

a total enrollment of approximately 4,700 full-time students. The City is also home to Hood Theological Seminary, a private graduate school that prepares students for ministry and has grown to 300 students.

Novant Health Rowan Medical Center and Campbell University have a working agreement that establishes the hospital as a teaching hospital. The partnership includes training in the areas of primary care, family medicine, general surgery, OB/GYN, pediatrics, psychiatry, and other critical services with an emphasis on the unique needs of underserved communities.

In addition to the Salisbury-Rowan public school system, there are several private and church related schools.

### **ARTS AND ENTERTAINMENT**

The cultural atmosphere of the Salisbury area is significantly enriched by the outstanding programs of Catawba and Livingstone Colleges and the other colleges in the area. Each year the Catawba College Shuford School of Performing Art brings a minimum of four musical events to Salisbury. Catawba's fine Drama department offers several professional type drama productions each year. Livingstone College also has a cultural series that brings artists to the community as well as an excellent drama group.

The Piedmont Players, a community little theatre organization, provides excellent entertainment as well as a chance to participate in both its acting and technical activities. They have completely restored the historic Meroney Theatre, built in 1905, for their home. The Piedmont Players present five shows each season. The Norvell Theatre features plays cast entirely with children and youth. Many school groups attend plays at the Norvell every year. Piedmont Players has received an award at the annual North Carolina Theatre Conference for having the best community theatre in the state. The arts program has been further enhanced with the addition of the Lee Street Theatre and Performing Arts Center, a 9,000 square foot theatre.

The Salisbury-Rowan Symphony, consisting of musicians from the area, presents four concerts each season. In addition to participation in the regular concert series, the string quartet of the Salisbury Symphony visits the elementary schools to present programs. The object of this mini-concert series is to give the students some knowledge of music and famous composers.

Rowan-Cabarrus Community College participates in the North Carolina Visiting Artist Program. Each year a professional artist is employed and in residence at the college. Concerts and musical programs are provided regularly by many artists throughout the state as well as the Visiting Artist. In addition, Rowan-Cabarrus Community College sponsors a Folk Heritage Center, network for professional and local folk artists.

### **COMMUNITY FACILITIES**

Salisbury is served daily by The Salisbury Post. Three radio stations provide for local programming. WBTV has a satellite newsroom located in Salisbury. Local reception provides coverage of all major networks in addition to cable television facilities.

A full-time year-round parks and recreation staff offers activities for all city residents. In addition to organized activities, the City provides 28 park properties, an outdoor seasonal swimming pool and splash pad, a Sports Complex, and a large community park and athletic complex totaling 518 acres of parkland city wide.

In addition, the department provides many amenities for public enjoyment including four recreation facilities, ten tennis courts, one disc golf course, and five paved sections (4.2 miles) of the Salisbury Greenway.

### **PARK SYSTEMS**

Kelsey-Scott Park, City Park and Salisbury Community Park are among the largest parks in our park system providing outdoor recreation and shelter reservations to the citizens of Salisbury. The Jaycee Sports Complex is a multi-use area with two ball fields, outdoor fitness equipment and two outdoor basketball courts. City Park Recreation Center, Miller Recreation Center, Hall Gym and the Salisbury Civic Center offer a variety of programs throughout the year and are also available for rentals.

The Salisbury Community Park and Athletic Complex opened in April 2001. Amenities at the 306 acre park include baseball/softball fields, soccer fields, picnic shelters, play structures, multiple hiking/biking trails, walkways and an eight-acre lake suitable for fishing and equipped with a handicap accessible fishing pier.



*Ball field at the Community Park*

Hurley Park is a municipal garden which offers a unique collection of plants, native and ornamental, to the area. The park provides an educational experience as well as a pleasurable place to stroll and is reserved for weddings and other special events. The park will be celebrating its 30-year anniversary during the 2017-18 fiscal year.

### **SPECIAL EVENTS**

The Parks and Recreation Department offers a variety of special events throughout the year including: Father Daughter Dance, Autumn Craft Show, Earth Day on the Greenway, Touch a Truck, Doggy Dip Swim, Middle School Prom, Movies in the Park, Fall Camp outs, Community Fun Days, Woof Stock, Halloween Fun Fest, 5K Run Walk for the Greenway, Music at the Mural, Easter Egg Hunt, Fur Fun 5K, Brown Bag Lunch Jam, New Year's Eve at the Bell Tower, and Brunch with Santa. In addition to special events, the department facilitates over twenty softball tournaments that bring players from throughout the southeast to the Salisbury Community Park and Athletic Complex.

The Salisbury Rowan Tourism Authority in partnership with Downtown Salisbury conducts eight Friday Night Out events in the Downtown area that bring thousands of residents together for a fun filled evening.



MISCELLANEOUS STATISTICS

Public Safety:		Area - Square Miles	21.8
Number of Fire Stations	5	Miles of Streets	229
Number of Police Stations	1	Regional Utilities Department:	
Recreation Facilities:		Number of Customers	18,620
Number of Parks	28	Miles of Water Line	440
Number of Recreation Centers	4	Miles of Sewer Line	447
Number of Tennis Facilities	2	Number of Cemeteries	7
Number of Acres	518		
Greenway Miles	4.2		



Fiscal Year Ended June 30,	ASSESSED VALUE OF TAXABLE PROPERTY For the Last Ten Fiscal Years					Tax Rate
	Real Property	Personal Property	Public Service Property	Total		
2018	<sup>1</sup>				\$2,832,646,135	\$0.7096
2017	<sup>1</sup>	\$2,186,658,847	\$582,030,795	\$70,460,904	\$2,839,150,546	\$0.6720
2016		\$2,188,918,181	\$552,224,799	\$69,437,235	\$2,810,580,215	\$0.6600
2015		\$2,192,253,039	\$572,732,078	\$62,228,883	\$2,827,214,000	\$0.6569
2014		\$2,185,868,793	\$592,826,220	\$59,056,195	\$2,837,751,208	\$0.6374
2013		\$2,177,721,166	\$531,004,645	\$61,343,725	\$2,770,069,536	\$0.6374
2012		\$2,177,064,102	\$533,023,437	\$59,819,853	\$2,769,907,392	\$0.6135
2011		\$2,324,996,121	\$530,055,686	\$61,255,822	\$2,916,307,629	\$0.5900
2010		\$2,313,585,514	\$527,795,917	\$60,768,581	\$2,902,150,012	\$0.5900
2009		\$2,293,841,532	\$532,405,493	\$63,736,172	\$2,889,983,197	\$0.5900

<sup>1</sup> Estimated

Note: The levy of property taxes each year is based on the assessed value of taxable property as of January 1 preceding the beginning of the fiscal year on July 1. All taxable property is assessed at one hundred percent (100%) of its estimated value at time of revaluation. Revaluation of real property, required at least every eight years, was completed for the levy of taxes in the years ended June 30, 2012 and June 30, 2016 (in bold). The assessment of taxable property being assessed after revaluation is accomplished in accordance with North Carolina G.S. 105.286.

#### SCHEDULE OF PRINCIPAL TAXPAYERS FOR THE CITY OF SALISBURY For the Year Ended June 30, 2016

Business	Type of Enterprise	2016 Assessed Valuation	Percentage Value of Total
Food Lion, Inc.	Commercial	\$ 168,306,793	5.99%
AKZO Nobel	Manufacturing	31,974,331	1.14%
Norandal USA	Industrial	24,667,967	0.88%
Duke Energy Corp.	Utility	29,960,139	1.07%
Centro Heritage Innes Street, LLC	Real Estate	25,754,169	0.92%
Henkel Corporation	Manufacturing	33,903,814	1.21%
Wal-Mart Real Estate Business	Retail	13,002,662	0.46%
BRC Salisbury LLC	Real Estate	12,025,915	0.43%
Cole Mt. Salisbury, NC LLC	Real Estate	22,958,592	0.82%
MFW Associates	Real Estate	10,787,418	0.38%
Totals	Real Estate	<u>\$ 373,341,800</u>	<u>13.30%</u>

**SCHEDULE OF PRINCIPAL EMPLOYERS  
IN THE CITY OF SALISBURY  
For the Year Ended June 30, 2016**

<b>Employer</b>	<b>Employees</b>	<b>Percentage of Total City Employment</b>
Rowan/Salisbury School System	2,847	13.56%
W.G. (Bill) Hefner VA Medical Center	2,100	10.00%
Food Lion, Inc.	2,000	9.52%
Novant Health Rowan Regional	1,449	6.90%
Rowan County	761	3.62%
Piedmont Correctional Institute	448	2.13%
Wal-Mart	434	2.07%
City of Salisbury	414	1.97%
Rowan-Cabarrus Community College	350	1.67%
Catawba College	250	1.19%
Total	11,053	52.63%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2016

**DEMOGRAPHIC AND ECONOMIC STATISTICS  
CITY OF SALISBURY  
For the Last Ten Fiscal Years**

<b>Fiscal Year</b>	<b>Population</b>	<b>Personal Income</b>	<b>Per Capita Personal Income</b>	<b>Median Age</b>	<b>Unemployment Rate</b>
2016	34,285	\$ 877,313,318	\$ 25,589	39.7	5.8%
2015	33,955	847,677,075	24,965	39.5	5.9%
2014	33,726	821,424,540	24,356	39.3	7.3%
2013	33,622	798,918,570	23,762	39.1	9.6%
2012	33,701	781,264,147	23,182	38.9	10.9%
2011	33,722	762,910,045	20,617	38.7	11.6%
2010	32,263	711,888,741	22,065	38.5	12.7%
2009	31,358	728,336,587	23,227	38.3	10.3%
2008	31,024	703,003,840	22,660	38.1	6.6%
2007	30,642	638,211,576	20,828	37.9	6.6%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2016

**CITY OF SALISBURY****LIST OF PRINCIPAL OFFICIALS**

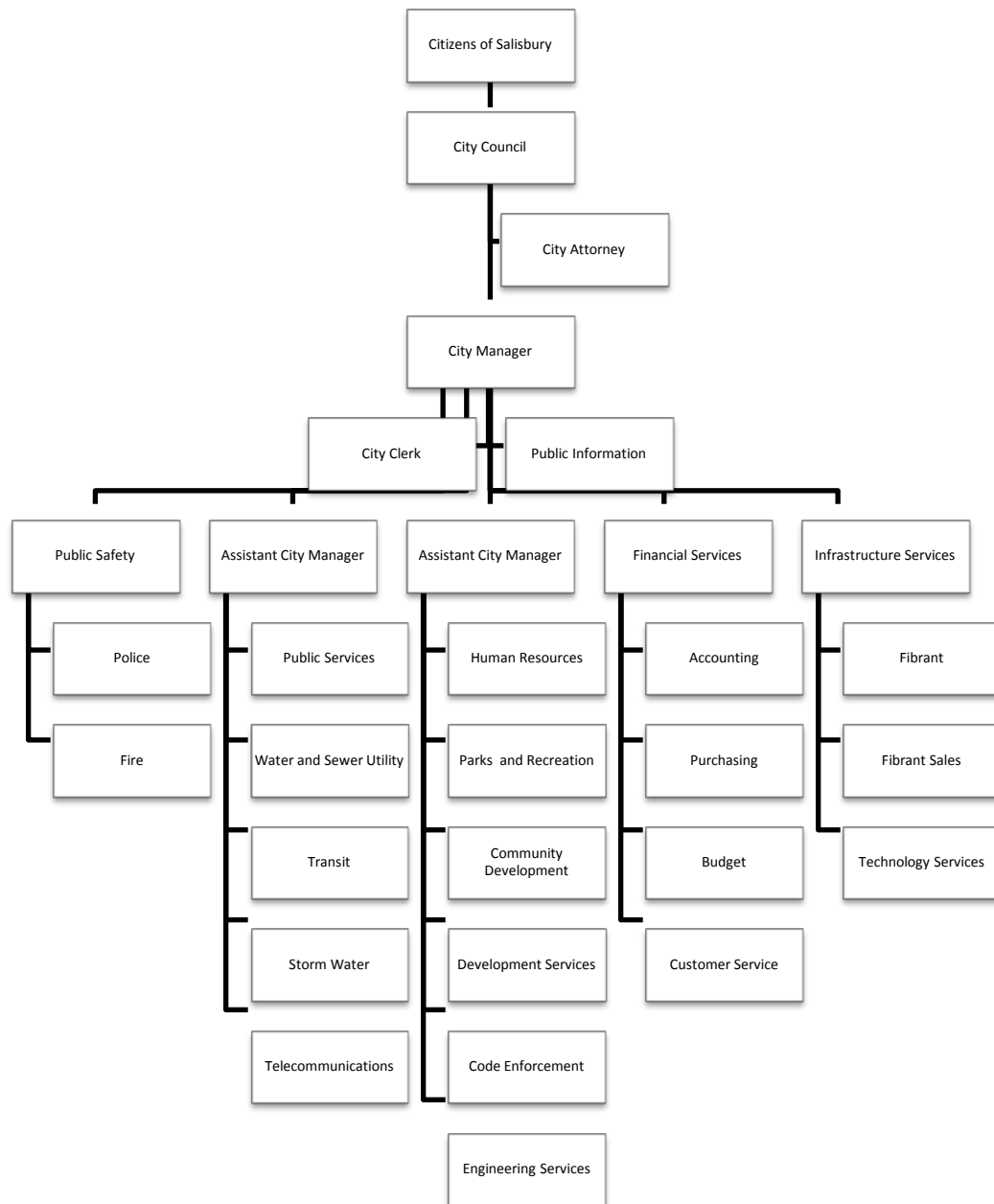
May 1, 2017

Mayor	Karen K. Alexander
Mayor Pro Tem	Maggie Blackwell
Council Member	William B. Miller
Council Member	David B. Post
Council Member	Kenneth L. Hardin
City Manager	W. Lane Bailey
Assistant City Manager	John A. Sofley, Jr.
Assistant City Manager	Zack Kyle
City Clerk	Myra B. Heard
Assistant to the City Manager	Kelly Baker
Communications Director	Linda M. McElroy
Finance Director	Teresa P. Harris
Human Resources Director	Ruth C. Kennerly
City Engineer	Wendy G. Brindle
Community Planning Services Director	Janet S. Gapen
Fire Chief	Robert A. Parnell
Police Chief	Jerome P. Stokes
Public Services Director	Tony Cinquemani
Utilities Director	James D. Behmer
Transit Director	Rodney L. Harrison
Parks and Recreation Director	Nick Aceves
Interim Broadband Services Director	Evans C. Ballard

**SELECTED TELEPHONE NUMBERS**

City Department Information	(704) 638-5270	<i>Recreation Programs/Info :</i>	
City Manager/Administration	(704) 638-5227	City Park Center	(704) 638-5295
City Clerk	(704) 638-5224	Civic Center	(704) 638-5275
Emergency	911	Hall Gym	(704) 638-5289
Business & Financial Services	(704) 638-5303	Fred M. Evans Pool @ Lincoln Park	(704) 638-5287
Fire Department-Business	(704) 638-5351	Miller Center	(704) 638-5297
Human Resources	(704) 638-5217	<i>Other :</i>	
Human Resources-Job Hot Line	(704) 638-5355	Code Services	(704) 216-7564
Community Planning Services	(704) 638-5242	City Bus Schedules	(704) 638-5252
Police Department-Business	(704) 638-5333	Garbage/Recycling	(704) 638-5256
Public Services Administration	(704) 638-5260	Permits	(704) 638-5210
Recreation-Administration	(704) 638-5291	Zoning	(704) 638-5210
Utilities Administration/Engineering	(704) 638-5205	Utility Account Services & Billing	(704) 638-5300
Fibrant	(704) 216-7567	Cemetery Office	(704) 638-5250

# ORGANIZATIONAL CHART



**CITY OF SALISBURY**  
**SUMMARY OF POSITIONS FOR FY 2016 – 2018**

	<u>APPROVED</u> <u>FY 2015-16</u>	<u>APPROVED</u> <u>FY 2016-17</u>	<u>REQUESTED</u> <u>FY 2017-18</u>	<u>RECOMMENDED</u> <u>FY 2017-18</u>	<u>APPROVED</u> <u>FY 2017-18</u>
<b>GENERAL FUND</b>					
City Council	5	7	7	8	8
Management & Administration	7	5	5	5	5
Communications	3	3	3	3	3
Human Resources	7	7	7	7	7
Financial Services	12	12	12	12	12
Business Services	17	11	11	11	11
Purchasing	1		-	-	
Telecommunications	5	4	4	4	4
Network Operations Center	6			-	
Information Technologies	7	7	7	7	7
Infrastructure Services	17			-	
Community Planning Services	4	4	4	4	4
Code Services	3	4	4	4	4
Development Services	4	4	4	4	4
Downtown Salisbury				2	2
Engineering	7	6	6	7	7
Engineering-Traffic Operations	-	2	2	2	2
Engineering-Facilities Maintenance	-	3	3	3	3
Police	90	88	88	88	88
Fire	81	81	82	82	82
Public Svcs-Administration	3	3	3	3	3
Public Svcs-Streets	16	16	29	29	29
Public Svcs-Cemetery			1	1	1
Public Svcs- Solid Waste Management	7	7	7	7	7
Public Svcs-Waste Management-Other	5	5	5	5	5
Public Svcs-Landscape Operations			1	1	1
Public Svcs-Fleet Management	11	12	12	13	13
Parks and Recreation	37	41	21	21	21
<b>TOTAL</b>	<b>355</b>	<b>332</b>	<b>328</b>	<b>333</b>	<b>333</b>
<b>WATER AND SEWER FUND</b>					
Utility Management	10	10	10	10	10
Water Treatment	8	8	9	9	9
Systems Maintenance	27	26	26	26	26
Environmental Services	7	7	7	7	7
Wastewater Treatment Plants	15	25	25	25	25
Meter Services	12	11	10	10	10
Plants Maintenance	10		-	-	
<b>TOTAL</b>	<b>89</b>	<b>87</b>	<b>87</b>	<b>87</b>	<b>87</b>
<b>TRANSIT FUND</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>14</b>
<b>FIBRANT COMMUNICATIONS FUND</b>	<b>3</b>	<b>26</b>	<b>26</b>	<b>24</b>	<b>24</b>
<b>STORMWATER FUND</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>TOTAL ALL FUNDS</b>	<b>469</b>	<b>467</b>	<b>465</b>	<b>469</b>	<b>469</b>
<i>Permanent Full-time</i>	<i>441</i>	<i>441</i>	<i>440</i>	<i>446</i>	<i>446</i>
<i>Permanent Part-time</i>	<i>5</i>	<i>5</i>	<i>5</i>	<i>5</i>	<i>5</i>
<i>Temporary Full/Part-time</i>	<i>8</i>	<i>8</i>	<i>2</i>	<i>2</i>	<i>2</i>
<i>Temporary Part-time</i>	<i>10</i>	<i>6</i>	<i>8</i>	<i>6</i>	<i>6</i>
<i>Part-Time Pools</i>	<i>5</i>	<i>7</i>	<i>10</i>	<i>10</i>	<i>10</i>
<b>TOTAL ALL FUNDS</b>	<b>469</b>	<b>467</b>	<b>465</b>	<b>469</b>	<b>469</b>

FY18 Budget includes 6 Temporary FT/PT positions moved into 2 PT Pools Ger

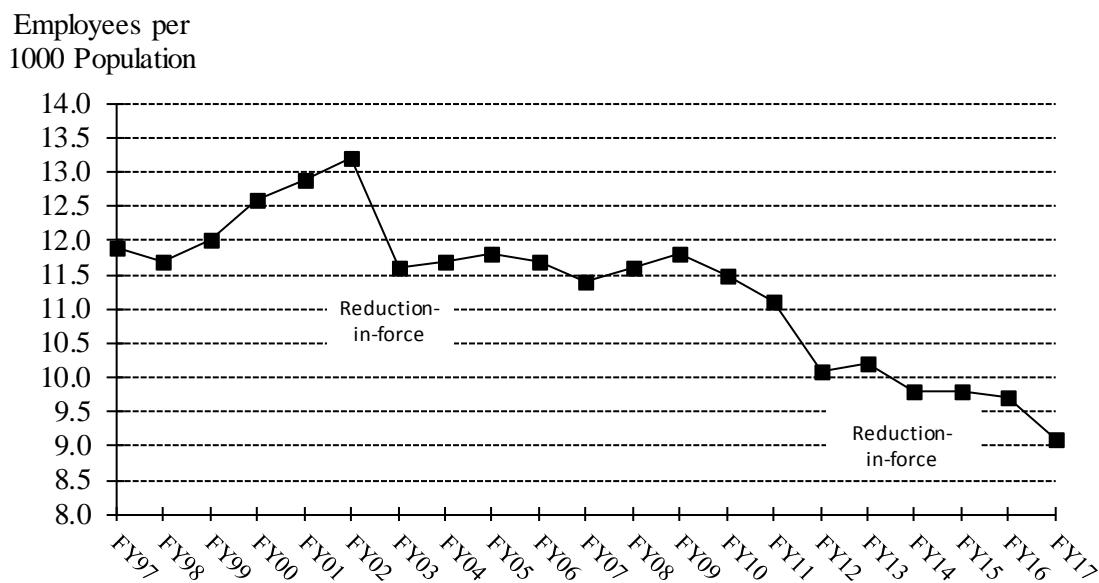
Note: FY18 Budget includes 6 Temporary FT/PT positions moved into 2 PT Pools General Fund & 1 Part-time pool added in Stormwater Fund



For the FY2017-18 Adopted Budget, the total number of full-time positions for the City's budgeted funds has decreased by two over the previous fiscal year Adopted Budget. The following table shows the changes.

<b>GENERAL FUND:</b>
<i>Addition of Office Assistant in Administration; Downtown Director and Events/Marketing Coordinator for Downtown Salisbury; Code Services Manager; Fleet Mechanic. Eliminated Part-Time positions with part-time pools.</i>
<b>WATER &amp; SEWER FUND:</b>
<i>No changes in positions.</i>
<b>TRANSIT FUND:</b>
<i>Addition of 2 positions: Transit Operator; Transit Planner.</i>
<b>FIBRANT COMMUNICATIONS FUND</b>
<i>Eliminated 2 part-time Network Operations Technicians.</i>
<b>STORMWATER FUND</b>
<i>Part-time pool added where previously used outside temporary agencies.</i>

### General Fund Full-Time Employees per 1000 Population



As mentioned in the Introductory Section under Trend Monitoring, the City monitors various trends. The above graph represents the number of full-time General and HUD Funds employees per 1,000 population. In FY2003 (FY03), City Council used a 33 position reduction-in-force/hiring freeze to counteract the effects of the Governor's actions and the stagnant economy. Subsequently, in FY2012 (FY12), there were 33 net full time positions eliminated due to decreased revenue/increased expenditures. The decrease in FY2018 is related to the Fibrant employees being moved to the Fibrant Communications Fund from the General Fund.

## RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

	General/Special Revenue		Enterprise			
	General Fund/ Capital Reserve	Entitlement (HUD)	Water & Sewer/ Capital Reserve	Transit	Fibrant/ Capital Reserve	Stormwater/ Capital Reserve
General Government	X					
Public Safety	X					
Transportation	X			X		
Environmental Protection	X					X
Culture & Recreation	X					
Community & Economic Development	X	X			X	
Education	X					
Utility			X		X	X

## PROGRAM MATRIX OF FY2017-18 BUDGET

Below is a matrix showing the relationship between the funds/departments and the program classifications. Although some departments may perform activities outside the program classifications as shown, the classifications show the predominant areas in which a department is involved.

	PROGRAMS							
	General Government	Public Safety	Transportation	Environmental Protection	Culture & Recreation	Community & Economic Development	Education	Utility
<b>GENERAL FUND:</b>								
City Council	X	X	X	X	X	X		X
Management & Administration	X	X	X	X	X	X		X
Communications	X	X	X	X	X	X		X
Human Resources	X	X	X	X	X	X		X
Business & Financial Services	X	X	X	X	X	X		X
Purchasing	X							
Telecommunications	X	X	X	X	X	X		X
Information Systems Operations	X	X	X		X	X		X
Central City Buildings Plaza	X					X		
Community Planning Services						X		
Code Services				X		X		
Development Services						X		
Engineering	X		X		X			
Street Lighting		X	X					
GIS	X	X	X	X	X	X		X
Police		X					X	
Fire		X					X	
Public Services Administration	X		X	X				
Street			X					
Solid Waste Management				X				
Waste Management- Other				X				
Fleet Management	X							
Transportation			X					
Parks & Recreation					X			
Education							X	
<b>ENTERPRISE FUNDS:</b>								
Water & Sewer								X
Mass Transit			X					
Fibrant						X		X
Stormwater				X				X
<b>SPECIAL REVENUE:</b>								
Entitlement (HUD)						X		



**CITY OF SALISBURY, NORTH CAROLINA****GENERAL FUND  
STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018  
With Estimated Actual for Year Ending June 30, 2017 and  
Actual for Year Ended June 30, 2016

	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>REVENUES:</b>			
Taxes:			
General property - current	\$ 17,991,668	\$ 18,167,217	\$ 19,371,599
General property - prior	395,532	417,500	630,000
Auto tax	237,477	234,900	235,000
Interest on delinquent tax	114,738	116,972	135,000
Other tax	3,076	500	1,000
	<u>\$ 18,742,491</u>	<u>\$ 18,937,089</u>	<u>\$ 20,372,599</u>
Unrestricted Intergovernmental:			
Local Option Sales Tax	\$ 6,433,260	\$ 7,000,000	\$ 7,049,800
Utilities Franchise Tax	3,029,521	3,162,884	3,015,000
Wine and Beer Tax	149,367	149,366	160,000
Other	253,588	143,047	150,000
	<u>\$ 9,865,736</u>	<u>\$ 10,455,297</u>	<u>\$ 10,374,800</u>
Restricted Intergovernmental:			
State Street Aid - Powell Bill	\$ 974,470	\$ 967,070	\$ 967,070
Other	458,377	815,352	1,272,200
	<u>\$ 1,432,847</u>	<u>\$ 1,782,422</u>	<u>\$ 2,330,270</u>
Charges for services:			
Environmental protection	\$ 2,042,159	\$ 2,068,067	\$ 2,063,000
Culture and recreation	136,509	113,500	200,000
Code Services fees	46,105	34,000	40,000
Public safety	469,182	479,552	387,500
Cemetery	121,075	106,260	120,000
Radio antenna and paging rentals	246,788	265,000	270,000
Rentals and sale of property	252,047	313,945	257,700
Licenses and Permits	65,615	65,319	62,200
Administrative Charges	3,533,804	3,622,590	3,615,090
Community services	160,197	160,566	164,196
Other	4,245	3,000	3,000
	<u>\$ 7,077,726</u>	<u>\$ 7,231,799</u>	<u>\$ 7,182,686</u>
Miscellaneous:			
Interest earned on investments	\$ 32,399	\$ 83,232	\$ 40,000
Donations	169,759	113,120	80,000
Other	309,446	264,580	171,549
	<u>\$ 511,604</u>	<u>\$ 460,932</u>	<u>\$ 291,549</u>
Total revenues	<u>\$ 37,630,404</u>	<u>\$ 38,867,539</u>	<u>\$ 40,551,904</u>
<b>OTHER FINANCING SOURCES:</b>			
Refunding bonds issued	-	690,000.0	-
Fund Balance Appropriated	\$ -	\$ -	\$ 2,296,294
Total revenues and other financing sources	<u>\$ 37,630,404</u>	<u>\$ 39,557,539</u>	<u>\$ 42,848,198</u>

**CITY OF SALISBURY**  
**FY 2017-2018 BUDGET SUMMARY**  
**GENERAL FUND**

		<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
		<b>FY 15-16</b>		<b>FY 16-17</b>		<b>FY 17-18</b>	<b>FY 17-18</b>	<b>FY 17-18</b>
<b>REVENUE</b>	\$	37,630,404	\$	42,469,025	\$	40,725,281	\$ 42,619,398	\$ 42,848,198
<b>EXPENSES</b>		<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
		<b>FY 15-16</b>		<b>FY 16-17</b>		<b>FY 17-18</b>	<b>FY 17-18</b>	<b>FY 17-18</b>
<b>CITY COUNCIL</b>								
Personnel	\$	125,755	\$	291,915	\$	293,006	\$ 332,559	\$ 332,559
Operations		135,778		138,877		190,761	181,039	191,039
Capital		-		-		-	-	-
<b>TOTAL</b>	\$	261,533	\$	430,792	\$	483,767	\$ 513,598	\$ 523,598
<b>MANAGEMENT &amp; ADMINISTRATION</b>								
Personnel	\$	493,375	\$	713,573	\$	738,332	\$ 724,083	\$ 724,083
Operations		356,323		269,038		333,862	311,722	311,722
Capital		-		-		-	-	-
<b>TOTAL</b>	\$	849,698	\$	982,611	\$	1,072,194	\$ 1,035,805	\$ 1,035,805
<b>COMMUNICATIONS</b>								
Personnel	\$	237,127	\$	276,175	\$	288,825	\$ 282,224	\$ 282,224
Operations		197,705		110,789		104,239	103,169	103,169
Capital		-		-		-	-	-
<b>TOTAL</b>	\$	434,832	\$	386,964	\$	393,064	\$ 385,393	\$ 385,393
<b>HUMAN RESOURCES</b>								
Personnel	\$	651,537	\$	545,032	\$	591,536	\$ 576,254	\$ 576,254
Operations		810,455		753,373		1,048,611	821,044	821,044
Capital		-		-		-	-	-
<b>TOTAL</b>	\$	1,461,992	\$	1,298,405	\$	1,640,147	\$ 1,397,298	\$ 1,397,298
<b>BUSINESS AND FINANCIAL SERVICES - ADMINISTRATION</b>								
Personnel	\$	917,551	\$	985,823	\$	1,037,554	\$ 1,008,811	\$ 1,008,811
Operations		333,196		313,201		331,783	323,967	323,967
Capital		-		-		-	-	-
<b>TOTAL</b>	\$	1,250,747	\$	1,299,024	\$	1,369,337	\$ 1,332,778	\$ 1,332,778
<b>BUSINESS AND FINANCIAL SERVICES - BUSINESS SERVICES</b>								
Personnel	\$	810,623	\$	502,359	\$	532,953	\$ 520,682	\$ 520,682
Operations		34,354		15,298		14,270	13,921	13,921
Capital		-		-		-	-	-
<b>TOTAL</b>	\$	844,977	\$	517,657	\$	547,223	\$ 534,603	\$ 534,603

	Actual FY 15-16		Budgeted FY 16-17		Requested FY 17-18		Mgr Recommends FY 17-18		Adopted FY 17-18	
TELECOMMUNICATIONS										
Personnel	\$	289,910	\$	275,248	\$	287,097	\$	279,885	\$	279,885
Operations		395,229		450,962		453,665		446,675		446,675
Capital		9,299		21,361		95,391		8,891		8,891
TOTAL	\$	694,438	\$	747,571	\$	836,153	\$	735,451	\$	735,451
INFORMATION TECHNOLOGIES										
Personnel	\$	776,575	\$	650,886	\$	643,106	\$	624,997	\$	624,997
Operations		1,598,224		684,120		822,340		797,318		797,318
Capital		-		-		223,000		-		-
TOTAL	\$	2,374,799	\$	1,335,006	\$	1,688,446	\$	1,422,315	\$	1,422,315
INFORMATION TECHNOLOGIES - NETWORK OPERATIONS CENTER										
Personnel	\$	250,705	\$	-	\$	-	\$	-	\$	-
Operations		4,034		-		-		-		-
Capital		-		-		-		-		-
TOTAL	\$	254,739	\$	-	\$	-	\$	-	\$	-
FIBRANT SUPPORT										
Personnel	\$	332,984	\$	-	\$	-	\$	-	\$	-
Operations		110,231		2,529,087		2,869,227		3,262,221		3,262,221
Capital		-		-		-		-		-
TOTAL	\$	443,215	\$	2,529,087	\$	2,869,227	\$	3,262,221	\$	3,262,221
COMMUNITY PLANNING SERVICES - PLANNING & COMMUNITY DEVELOPMENT										
Personnel	\$	342,962	\$	342,069	\$	347,070	\$	338,389	\$	338,389
Operations		1,153,689		860,865		956,629		624,410		663,410
Capital		-		-		-		-		-
TOTAL	\$	1,496,651	\$	1,202,934	\$	1,303,699	\$	962,799	\$	1,001,799
COMMUNITY PLANNING SERVICES - CODE SERVICES										
Personnel	\$	149,040	\$	236,818	\$	254,214	\$	274,209	\$	274,209
Operations		62,048		71,424		185,288		145,238		145,238
Capital		-		-		-		-		-
TOTAL	\$	211,088	\$	308,242	\$	439,502	\$	419,447	\$	419,447
COMMUNITY PLANNING SERVICES - DEVELOPMENT SERVICES										
Personnel	\$	277,057	\$	301,032	\$	332,071	\$	323,263	\$	323,263
Operations		899,624		792,485		449,084		317,584		422,584
Capital		-		-		-		-		-
TOTAL	\$	1,176,681	\$	1,093,517	\$	781,155	\$	640,847	\$	745,847
DOWNTOWN SALISBURY										
Personnel	\$	-	\$	-	\$	-	\$	185,640	\$	185,640
Operations		-		-		-		-		74,800
Capital		-		-		-		-		-
TOTAL	\$	-	\$	-	\$	-	\$	185,640	\$	260,440

	Actual FY 15-16		Budgeted FY 16-17		Requested FY 17-18		Mgr Recommends FY 17-18		Adopted FY 17-18	
ENGINEERING										
Personnel	\$	542,545	\$	549,732	\$	612,700	\$	663,441	\$	663,441
Operations		741,870		3,006,009		2,936,908		2,577,722		2,577,722
Capital		-		-		-		-		-
TOTAL	\$	1,284,415	\$	3,555,741	\$	3,549,608	\$	3,241,163	\$	3,241,163
ENGINEERING - STREET LIGHTING										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		566,219		597,220		614,550		614,550		614,550
Capital		-		-		-		-		-
TOTAL	\$	566,219	\$	597,220	\$	614,550	\$	614,550	\$	614,550
ENGINEERING - TRAFFIC OPERATIONS										
Personnel	\$	567,532	\$	117,352	\$	140,565	\$	131,679	\$	131,679
Operations		470,014		88,605		75,333		59,093		59,093
Capital		-		-		-		-		-
TOTAL	\$	1,037,546	\$	205,957	\$	215,898	\$	190,772	\$	190,772
ENGINEERING - CENTRAL CITY BUILDINGS										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		521,252		708,646		508,188		441,571		441,571
Capital		118,240		34,372		411,400		-		-
TOTAL	\$	639,492	\$	743,018	\$	919,588	\$	441,571	\$	441,571
ENGINEERING - PLAZA										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		164,135		161,311		185,020		127,159		127,159
Capital		21,871		20,000		300,000		79,000		79,000
TOTAL	\$	186,006	\$	181,311	\$	485,020	\$	206,159	\$	206,159
ENGINEERING - FACILITIES MAINTENANCE										
Personnel	\$	172,135	\$	193,558	\$	220,089	\$	206,554	\$	206,554
Operations		7,776		8,938		70,706		50,395		50,395
Capital		-		-		-		-		-
TOTAL	\$	179,911	\$	202,496	\$	290,795	\$	256,949	\$	256,949
POLICE - SERVICES										
Personnel	\$	1,246,858	\$	1,571,826	\$	1,840,632	\$	1,616,797	\$	1,616,797
Operations		129,594		226,408		185,492		185,492		185,492
Capital		-		-		-		-		-
TOTAL	\$	1,376,452	\$	1,798,234	\$	2,026,124	\$	1,802,289	\$	1,802,289
POLICE - ADMINISTRATION										
Personnel	\$	594,297	\$	582,749	\$	848,745	\$	1,052,888	\$	1,052,888
Operations		523,994		372,299		619,251		1,069,706		1,069,706
Capital		-		6,864		182,700		47,200		47,200
TOTAL	\$	1,118,291	\$	961,912	\$	1,650,696	\$	2,169,794	\$	2,169,794

	Actual FY 15-16		Budgeted FY 16-17		Requested FY 17-18		Mgr Recommends FY 17-18		Adopted FY 17-18	
<b>POLICE - OPERATIONS</b>										
Personnel	\$	2,854,524	\$	3,309,781	\$	3,815,631	\$	3,676,288	\$	3,676,288
Operations		754,219		815,289		1,056,933		998,907		998,907
Capital		10,820		59,073		-		-		-
TOTAL	\$	3,619,563	\$	4,184,143	\$	4,872,564	\$	4,675,195	\$	4,675,195
<b>POLICE - SPECIAL OPERATIONS</b>										
Personnel	\$	622,529	\$	700,547	\$	-	\$	-	\$	-
Operations		9,929		29,205		-		-		-
Capital		-		-		-		-		-
TOTAL	\$	632,458	\$	729,752	\$	-	\$	-	\$	-
<b>FIRE</b>										
Personnel	\$	4,455,166	\$	4,774,073	\$	5,076,223	\$	4,924,059	\$	4,924,059
Operations		879,618		950,055		1,017,087		937,720		937,720
Capital		73,407		911,840		899,300		802,500		802,500
TOTAL	\$	5,408,191	\$	6,635,968	\$	6,992,610	\$	6,664,279	\$	6,664,279
<b>PUBLIC SERVICES - ADMINISTRATION</b>										
Personnel	\$	235,627	\$	253,032	\$	268,623	\$	262,022	\$	262,022
Operations		8,733		14,320		27,228		21,935		21,935
Capital		-		-		-		-		-
TOTAL	\$	244,360	\$	267,352	\$	295,851	\$	283,957	\$	283,957
<b>PUBLIC SERVICES - STREETS</b>										
Personnel	\$	669,254	\$	1,492,443	\$	1,593,578	\$	1,521,947	\$	1,521,947
Operations		929,667		1,383,538		1,516,049		1,346,037		1,346,037
Capital		51,771		15,000		158,701		-		-
TOTAL	\$	1,650,692	\$	2,890,981	\$	3,268,328	\$	2,867,984	\$	2,867,984
<b>PUBLIC SERVICES - SOLID WASTE</b>										
Personnel	\$	360,325	\$	372,610	\$	402,939	\$	379,014	\$	379,014
Operations		954,457		1,017,202		1,180,391		1,108,804		1,108,804
Capital		-		-		-		-		-
TOTAL	\$	1,314,782	\$	1,389,812	\$	1,583,330	\$	1,487,818	\$	1,487,818
<b>PUBLIC SERVICES - WASTE MANAGEMENT - OTHER</b>										
Personnel	\$	356,970	\$	227,215	\$	232,476	\$	218,629	\$	218,629
Operations		118,892		148,620		217,351		206,280		206,280
Capital		-		-		-		-		-
TOTAL	\$	475,862	\$	375,835	\$	449,827	\$	424,909	\$	424,909
<b>PUBLIC SERVICES - FLEET MANAGEMENT</b>										
Personnel	\$	699,279	\$	796,889	\$	955,132	\$	989,760	\$	989,760
Operations		82,427		108,312		96,284		88,578		88,578
Capital		50,341		-		226,600		-		-
TOTAL	\$	832,047	\$	905,201	\$	1,278,016	\$	1,078,338	\$	1,078,338

	Actual		Budgeted		Requested		Mgr Recommends		Adopted	
	FY 15-16		FY 16-17		FY 17-18		FY 17-18		FY 17-18	
PUBLIC SERVICES - CEMETERY										
Personnel	\$	-	\$	86,837	\$	78,504	\$	76,424	\$	76,424
Operations		-		170,258		28,878		21,926		21,926
Capital		-		-		17,000		8,000		8,000
TOTAL	\$	-	\$	257,095	\$	124,382	\$	106,350	\$	106,350
PUBLIC SERVICES - DOWNTOWN LANDSCAPING										
Personnel	\$	-	\$	75,443	\$	79,041	\$	76,961	\$	76,961
Operations		-		23,639		26,259		24,967		24,967
Capital		-		10,230		48,000		48,000		48,000
TOTAL	\$	-	\$	109,312	\$	153,300	\$	149,928	\$	149,928
TRANSPORTATION										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		465,322		465,322		540,322		465,322		465,322
Capital		-		-		-		-		-
TOTAL	\$	465,322	\$	465,322	\$	540,322	\$	465,322	\$	465,322
PARKS & RECREATION										
Personnel	\$	2,061,558	\$	1,066,625	\$	1,143,762	\$	1,096,598	\$	1,096,598
Operations		1,086,490		720,442		744,843		582,613		582,613
Capital		238,880		47,088		1,281,625		276,000		276,000
TOTAL	\$	3,386,928	\$	1,834,155	\$	3,170,230	\$	1,955,211	\$	1,955,211
EDUCATION										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		38,107		38,107		40,000		40,000		40,000
Capital		-		-		-		-		-
TOTAL	\$	38,107	\$	38,107	\$	40,000	\$	40,000	\$	40,000
DEBT SERVICE										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		1,290,055		2,008,291		1,008,805		668,665		668,665
Capital		-		-		-		-		-
TOTAL	\$	1,290,055	\$	2,008,291	\$	1,008,805	\$	668,665	\$	668,665
GRAND TOTAL										
Personnel	\$	21,093,800	\$	21,291,642	\$	22,654,404	\$	22,364,057	\$	22,364,057
Operations		15,833,660		20,051,555		20,455,637		18,985,750		19,214,550
Capital		574,629		1,125,828		3,843,717		1,269,591		1,269,591
TOTALS	\$	37,502,089	\$	42,469,025	\$	46,953,758	\$	42,619,398	\$	42,848,198

**STATEMENT OF PURPOSE**

To function as the duly elected representatives of the citizens of Salisbury in creating and maintaining a balanced quality of life in accordance with North Carolina state statutes and federal law. To promote positive intergovernmental relationships with federal, state, and other local governments. To generate and maintain up-to-date municipal codes, establish public policies, and adopt budgets designed to provide effective, efficient municipal services. To provide safety and security for all citizens, to protect the environment, and to improve the overall quality of life in our community. To provide leadership and support for the continued economic development and planned growth of the community. To provide a central source for the collection, storage and dissemination of official municipal records and documents.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 125,755	\$ 291,915	\$ 293,006	\$ 332,559	\$ 332,559
Operating	135,778	138,877	190,761	181,039	191,039
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 261,533</b>	<b>\$ 430,792</b>	<b>\$ 483,767</b>	<b>\$ 513,598</b>	<b>\$ 523,598</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>City Council (000)</b>					
Mayor	1	1	1	1	1
Mayor Pro Tem	1	1	1	1	1
Council Member	3	3	3	3	3
<b>Administration (210)</b>					
City Clerk	0	1	1	1	1
Senior Office Assistant -NEW <sup>1, 2</sup>	<u>0</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>
	5	7	8	8	8

<sup>1</sup> Position transferred from 421 Administration

<sup>2</sup> Position added

**STATEMENT OF PURPOSE**

To serve as a central source of information, advice and support services for the City Council and Management Team. To assist elected officials and other community leaders to identify, work toward, and achieve community outcomes and goals. To provide functional and operational expertise and planning for all City services. To determine citizen needs and provide responsive, equitable services to the community. To promote a culture of customer service by maintaining a consistently high level of quality staff work, operational procedures and service delivery systems. To ensure that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current. To facilitate the flow of ideas, information and understanding between and among individuals, advocating effectively in the community interest. To demonstrate fairness, honesty, and ethical and legal awareness in all personal and professional relationships and activities.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 493,375	\$ 713,573	\$ 738,332	\$ 724,083	\$ 724,083
Operating	356,323	269,038	333,862	311,722	311,722
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 849,698</b>	<b>\$ 982,611</b>	<b>\$ 1,072,194</b>	<b>\$ 1,035,805</b>	<b>\$ 1,035,805</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Administration (000)</b>					
City Manager	1	1	1	1	1
Assistant City Manager <sup>3</sup>	0	2	2	2	2
City Clerk <sup>1</sup>	1	0	0	0	0
Deputy City Clerk/Asst. to City Mgr	1	1	1	1	1
Administrative Specialist <sup>4</sup>	0	0	1	1	1
Senior Office Assistant <sup>1</sup>	2	1	0	0	0
<b>Risk Management (201)</b>					
Risk Management Officer <sup>2</sup>	1	0	0	0	0
Risk Management Assistant <sup>2</sup>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>7</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

<sup>1</sup> Position transferred to City Council (411)

<sup>2</sup> Department transferred to Human Resources (423)

<sup>3</sup> (1) position transferred from Human Resources (423)

<sup>3</sup> (1) position transferred from Financial Services - Administration (443-000)

<sup>4</sup> Position reclassified from Senior Office Assistant



### STATEMENT OF PURPOSE

To serve as the central source of City information by providing a singular voice and facilitating creative communication solutions for the City of Salisbury. To provide professional, timely and accurate information, marketing and communication services to the citizens of Salisbury, and in some instances, Rowan County. To assist in the coordination of internal communications to all City employees. To manage and coordinate the City of Salisbury website, media relations, social media, crisis communications, television services and print communications. To implement goals and special projects as assigned by the City Council and City Manager.

### PERFORMANCE GOALS

1. Promote the City's programs and highlight accomplishments through Salisbury NOW, City of Salisbury external newsletter, social media, the Salisbury city website, ACCESS16 and word of mouth.
2. Manage City of Salisbury and Fibrant brand and marketing standards to ensure compliance by City employees, contractors, appointees and elected officials.
3. Provide support for marketing efforts of departments, when requested.
4. Maintain the City and Fibrant social media and mass notification presence and monitor content.
  - Explore up-to-date social media initiatives to share more City content and to inform the public of significant City events and notifications
  - Monitor inappropriate content posted by posters and employees and forward inappropriate employee content to appropriate contacts
  - Continue to sponsor City and Fibrant, "Like, Share, Comment" Facebook contests
  - Train all departments on Nixle mass notification posting
  - Increase participation in the private Nixle group of Salisbury employees
  - Increase Nixle followers by 50 percent by the end of the fiscal year
  - Increase Facebook likes by 60 percent by the end of the fiscal year
  - Increase Twitter followers by 20 percent by the end of the fiscal year
5. Manage Fibrant branding and marketing.
  - Explore contracting, and if successful, manage an outside advertising agency with the intent to receive tangible deliverables regarding Fibrant
  - Work collaboratively with Director of Broadband and RowanWORKS Economic Development Director on regional and national outreach to draw businesses to Salisbury
  - Draft and execute approved marketing plan
6. Continue to write and distribute an engaging community newsletter monthly to Salisbury residents.
7. Continue to develop Salisbury NOW television show into a premiere, award-winning, local government channel interview news programming.
8. Complete and go live with the new City of Salisbury website.
9. Maintain and upgrade the City's television stations (ACCESS16 and Fibrant 17).
  - Explore redesign of the ACCESS16 logo
  - Continue to encourage city departments and non-profit organizations and adjacent local government agencies to advertise their programs and initiatives on Fibrant 17
  - Upgrade the stations equipment as needed
  - Explore additional television programming, such as a "A Minute with the Mayor" and Salisbury's Most Wanted
10. Support internal City departments and City Council with their communications as needed.
  - Manage crisis communications as needed
  - Support departments in emergency and/or urgent situations
  - Draft talking points and Q and As as needed in emergency or controversial situations
  - Develop and manage press conferences as necessary for crisis or emergency events
11. Set up, record, live tweet and live stream Salisbury City Council meetings.
  - Prepare recorded meetings for viewing as soon as possible on ACCESS16
  - Live tweet City Council meetings while in progress

# PERFORMANCE MEASURES

	<u>FY 2016 Actual</u>	<u>FY 2017 Estimate</u>	<u>FY 2018 Projected</u>
<b>Workload</b>			
Social Media Engagement Percentage Increase	n/a	n/a	60% (FB,) 20% (Twitter)
Positive News Coverage Reach Percentage Increase	n/a	n/a	30%
Departments Supported	14	13	13

# BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 237,127	\$ 276,175	\$ 288,825	\$ 282,224	\$ 282,224
Operating	197,705	110,789	104,239	103,169	103,169
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 434,832</b>	<b>\$ 386,964</b>	<b>\$ 393,064</b>	<b>\$ 385,393</b>	<b>\$ 385,393</b>

# PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Public Information (203)</b>					
Public Information Director	1	1	1	1	1
<b>Access 16 (204)</b>					
Systems Analyst	1	1	1	1	1
<b>Web &amp; System Media (205)</b>					
Web/Marketing Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**STATEMENT OF PURPOSE**

To provide a centralized source of support and assistance to the City related to its need for the management of Human Resources. Specific functions include providing general personnel administration, recruitment and selection, training and development, health and wellness, employee relations, compensation and benefits administration, Human Relations Council, Youth Council, and a city-wide customer service program. To provide Risk Management services for the municipality that includes safety, liability insurance management, worker's compensation, OSHA compliance, and third party claims against the City. To implement goals and special projects as may be assigned by the City Council.

**PERFORMANCE GOALS**

1. Implement City Council level goals.
2. Research, develop, and implement Human Resources systems consistent with elements of a high performance organization.
3. Support the 4 core values - servant leadership, customer service, goal setting, and strategic planning - into the operations of the departments.
4. Update compensation plan periodically.
5. Establish health insurance savings strategies and wellness initiatives.
6. Implement a comprehensive internship program with schools and colleges/universities.
7. Continue to identify and establish employee appreciation efforts.
8. Continue to support our comprehensive customer service plan to better serve our citizens and employees.
9. Continue to support the applicant tracking and advertising software program.
10. Continue to maintain a secured web-based human resources information system.
11. Continue to provide employee self-service through the human resources information system, MUNIS.
12. Attract and retain high quality city employees through non-traditional and one-on-one recruitment efforts.
13. Participate in the School of Government Performance Measurement Program and identify additional measures of effectiveness and efficiency.
14. Continue management and leadership training to further develop human capital
15. Develop and implement Salisbury University to provide resources and opportunities for career development.
16. Continue to provide staff assistance to the Salisbury Human Relations Council.
17. Continue to provide staff assistance and leadership skill development to the Youth Council members.
18. Provide Risk Management Programs.
19. Provide federal and state mandated safety training.
20. Provide city wide safety training.
21. Continue to support and maintain a Safety Committee to review trends and losses to further educate current employees.
22. Update recruiting initiatives for public safety departments (Fire and Police).

## PERFORMANCE MEASURES

	FY 2016 Actual	FY 2017 Estimate	FY 2018 Projected
<b>Human Resources (000)</b>			
<b>Workload</b>			
Position Applications Reviewed	1,101	1,200	1,300
Full-Time Employees in Organization (all funds)	430	425	435
Position Requisitions Received from Departments	83	90	95
<b>Effectiveness</b>			
	External 83%	External 85%	External 82.5%
Percent of Applicants Placed	Internal 17%	Internal 15%	Internal 17.5%
Organization-wide Turnover Rate	19.70%	18.00%	15.00%
<b>Risk Management (201)</b>			
<b>Workload</b>			
Number of Workers Compensation Claims Filed	45	40	35
Number of Third-Party Insurance Claims Filed	35	30	25
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120
<b>Efficiency</b>			
Cost Per Negotiated Workers Compensation Claim	\$ 4,184	\$ 3,000	\$ 2,500
Cost Per Negotiated Insurance Claim	\$ 2,330	\$ 2,000	\$ 1,500
Cost of all OSHA Imposed Fines & Penalties	-	-	-
<b>Effectiveness</b>			
Workers Compensation Cases Negotiated Per Case Filed	0%	0%	0%
Third Party Insurance Claims Negotiated Per Claim Filed	2%	3%	3%
OSHA Fine Totals Per Self-Initiated OSHA Inspection	-	-	-

## BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 651,537	\$ 545,032	\$ 591,536	\$ 576,254	\$ 576,254
Operating	810,455	753,373	1,048,611	821,044	821,044
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,461,992</b>	<b>\$ 1,298,405</b>	<b>\$ 1,640,147</b>	<b>\$ 1,397,298</b>	<b>\$ 1,397,298</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Human Resources (000)</b>					
Assistant City Manager <sup>2</sup>	1	0	0	0	0
Human Resources Director	1	1	1	1	1
Human Resources Analyst I/II	2	3	3	3	3
HR Analyst (Public Safety Recruiter) <sup>3</sup>	0	1	1	1	1
Senior Office Assistant	1	1	0	0	0
Human Resources Specialist	1	0	1	1	1
Human Resources Planner	1	0	0	0	0
<b>Risk Management (201)</b>					
Risk Management Officer <sup>1</sup>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	7	7	7

<sup>1</sup> Department moved due to reorganization (421-201)

<sup>2</sup> Position transferred to Administration (421-000)

<sup>3</sup> Position moved from Police Administration (514)

## DEPARTMENT – Business and Financial Services – Summary

### SUMMARY STATEMENT OF PURPOSE

To provide internal services to support the operations of the City. The Department also provides some direct services to citizens through its Business Office Division and City's website. Included in Business and Financial Services are the Purchasing, Accounting, Budget and Performance Management, and Business Office.

### BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 2,018,084	\$ 1,763,430	\$ 1,857,604	\$ 1,809,378	\$ 1,809,378
Operating	762,779	779,461	799,718	784,563	784,563
Capital	9,299	21,361	95,391	8,891	8,891
TOTAL	\$ 2,790,162	\$ 2,564,252	\$ 2,752,713	\$ 2,602,832	\$ 2,602,832

**STATEMENT OF PURPOSE**

To provide fiscal and business services to support the operations of the City. To provide a centralized source of procedures, information, and support related to the purchase and/or lease of supplies, materials, equipment, and contractual services for the City, and to manage and maintain a system of fixed asset identification, reporting, and accountability. The Department also provides some direct services to citizens through its Business Office Division and the City's website. Included in Administration are Business and Financial Services Administration, Accounting, Budget, Debt, and Performance Management.

**PERFORMANCE GOALS**

1. Continue departmental education and training on use of the City's financial systems.
2. Continue participation in the Performance Measurement/Benchmarking Project.
3. Participate in the GFOA's Certificate of Achievement for Financial Reporting Excellence program.
4. Participate in the GFOA's Distinguished Budget Presentation Award.
5. Continue to evaluate existing purchasing policies and procedures with emphasis on reducing acquisition time and paperwork.
6. Continue to seek methods of improved fixed asset accountability.
7. Continue to offer quarterly training classes in purchasing policies and procedures to include new employees and employees promoted to positions requiring purchasing knowledge.

**PERFORMANCE MEASURES**

	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
<b>Accounting</b>	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Number of Checks Issued	4,449	3,781	3,600
Number of ACH Transactions (Payroll and A/P)	15,531	16,272	16,500
Number of Journal Entries	872	850	850
<b>Effectiveness</b>			
Percent of Checks Processed Without Error	99.0%	99.0%	99.0%
Percent of ACH Transactions Processed Without Error	99.0%	99.0%	99.0%
<b>Purchasing</b>			
<b>Workload</b>			
Number of Purchase Orders Fulfilled	749	650	700
Number of Procurement Card Transactions	10,390	10,000	10,000
Number of Contracts Reviewed	50	85	90
<b>Effectiveness</b>			
Percent of POs Completed Without Error	95%	96%	95%
Procurement Card Error Rate	3%	3%	3%

### BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ 917,551	\$ 985,823	\$ 1,037,554	\$ 1,008,811	\$ 1,008,811
Operating	333,196	313,201	331,783	323,967	323,967
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,250,747</b>	<b>\$ 1,299,024</b>	<b>\$ 1,369,337</b>	<b>\$ 1,332,778</b>	<b>\$ 1,332,778</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Administration (000)</b>					
Assistant City Manager <sup>3</sup>	1	0	0	0	0
Financial Services Manager <sup>1</sup>	1	0	0	0	0
Finance Director <sup>1</sup>	0	1	1	1	1
Budget & Performance Manager	1	1	1	1	1
Budget & Performance Analyst	1	1	1	1	1
Management Analyst	1	1	1	1	1
Finance Specialist	1	1	1	1	1
Finance Manager	1	1	1	1	1
Senior Management Analyst	1	1	1	1	1
Accountant I/II	1	1	1	1	1
Account Clerk I/II	2	2	2	2	2
Mail Coordinator (TPT)	1	1	1	1	1
Purchasing Manager <sup>2</sup>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

<sup>1</sup> Position reclassified to Finance Director

<sup>2</sup> Restructured Purchasing (444) with BFS/ Administration

<sup>3</sup> Position transferred to Administration (421)



**STATEMENT OF PURPOSE**

To provide for the management of billing, collection, and customer management to the customers of the City's water and sewer utility, garbage, recycling, storm water, and Fibrant services.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to improve the collection process to reduce past due balances by implementing a 30 day cutoff cycle.
2. Continue training efforts to improve upon customer service satisfaction with online training modules to be completed by all staff members.
3. Continue cross-training efforts with the front counter and call center staff in other areas such as the NOC, Meter Services, and Sales.

**PERFORMANCE MEASURES**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Projected</b>
<b>Workload</b>			
Number of Utility Bills Generated	231,523	233,000	235,000
Number of Teller Transactions			
Number of Telephone Transactions*	52,800	52,900	53,000
<b>Effectiveness</b>			
Percent of Utility Bills Mailed Without Error	99.9%	99.9%	99.9%

\* These are estimates, as Audiolog Call Statistics Reporting System was not always functional.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 810,623	\$ 502,359	\$ 532,953	\$ 520,682	\$ 520,682
Operating	34,354	15,298	14,270	13,921	13,921
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 844,977</b>	<b>\$ 517,657</b>	<b>\$ 547,223</b>	<b>\$ 534,603</b>	<b>\$ 534,603</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Business Services (102)</b>					
Customer Service Manager	1	1	1	1	1
Customer Service Clerk	8	8	8	8	8
Customer Service Clerk (TPT)	2	2	2	2	2
<b>Sales and Marketing (103) <sup>1</sup></b>					
Broadband Sales Manager <sup>1</sup>	1	0	0	0	0
Broadband Sales Specialist <sup>1</sup>	<u>5</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>17</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>

<sup>1</sup> Department transferred to Fund (036) Fibrant - Fibrant Sales

**STATEMENT OF PURPOSE**

To manage, coordinate, and monitor the City's Telecommunications System in the areas of telephone, radio, 9-1-1 cable, and emergency services communications and to specify, recommend, and implement solutions to the City's communications needs.

**PERFORMANCE GOALS**

1. Strive to keep the system operating at the best level since radio system is a fully functional 4-Site System with Rowan County.
2. Major upgrade to the radio system in the summer of 2017.
3. Continue working to enhance and maintain security at the tower site.
4. Continue working and support SRU with the SCADA network.
5. Help install and maintain backup Communication Center in Kannapolis as well as the new console at the Telecommunication shop.
6. Work with Motorola to obtain proper training for the new radio system so that our shop can maintain the same.
7. Continue to provide the absolute best quality of service/customer service to our City departments and to our Rowan County customers.
8. Continue to work with and support Rowan County and the Salisbury Police Department on the new consolidated 9-1-1 Communication Center.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 289,910	\$ 275,248	\$ 287,097	\$ 279,885	\$ 279,885
Operating	395,229	450,962	453,665	446,675	446,675
Capital	9,299	21,361	95,391	8,891	8,891
<b>TOTAL</b>	<b>\$ 694,438</b>	<b>\$ 747,571</b>	<b>\$ 836,153</b>	<b>\$ 735,451</b>	<b>\$ 735,451</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Telecommunications Manager	1	1	1	1	1
Telecommunications Technician <sup>1</sup>	3	2	2	2	2
Telecommunications Assistant (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup> Position transferred to Fleet (661-000)

**CAPITAL OUTLAY**

	FY 17-18	FY 17-18	FY 17-18
Water Proof Building at Tower Site	\$ 15,000	\$ -	\$ -
Full Fan & Capacitor	8,891	8,891	8,891
Upgrade DiagnostX Box at Tower Site	11,500	-	-
VOIP & Radio Recorder	60,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 95,391</b>	<b>\$ 8,891</b>	<b>\$ 8,891</b>

## DEPARTMENT – Information Technologies - Summary

### SUMMARY STATEMENT OF PURPOSE

To provide leadership, innovation, and guidance to all the City's business units in the use of new technologies to enhance city services to citizens.

### BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ 583,689	\$ -	\$ -	\$ -	\$ -
Operating	114,265	2,529,087	2,869,227	3,262,221	3,262,221
Capital	-	-	-	-	-
TOTAL	\$ 697,954	\$ 2,529,087	\$ 2,869,227	\$ 3,262,221	\$ 3,262,221

**STATEMENT OF PURPOSE**

To provide excellent enterprise level customer service and support as the centralized authority on technology solutions by managing current and future technology requirements. Provide the correct resources to enable consistent data and communications access to every City employee, ensuring they can efficiently and seamlessly perform their duties to the citizens of the City of Salisbury.

**PERFORMANCE GOALS**

1. Maintain support for all departments within the City of Salisbury.
2. Become the sole source for technology solutions within the city.
3. Maintain all software, software support, and hardware support contracts.
4. Continue upgrading equipment as dictated by the replacement schedule.
5. Coordinate scheduled maintenance and upgrades.
6. Monitor all network activity, and mitigate any risks.
7. Identify areas within departments where IT can provide solutions.
8. Identify and reduce unnecessary technology expenditures.
9. Implement policy and procedure manual.

**PERFORMANCE MEASURES**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Projected</b>
<b>Workload</b>			
Number of Computers Directly Supported	463	463	463
Total Number of IT Helpdesk Requests Received	1,127	1,145	1,163
Number of Remote Sites Supported	47	47	47
Number of Telephones Supported	380	380	380
<b>Efficiency</b>			
Number of PCs Supported Per Analyst	116	116	116
<b>Effectiveness</b>			
Average Annual Network Availability *	99.9%	99.9%	99.9%
Percent IT Helpdesk Requests Closed < One Day	54.6%	66.7%	68.0%

\* Estimate - Designed to demonstrate network reliability

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 776,575	\$ 650,886	\$ 643,106	\$ 624,997	\$ 624,997
Operating	1,598,224	684,120	822,340	797,318	797,318
Capital	-	-	223,000	-	-
<b>TOTAL</b>	<b>\$ 2,374,799</b>	<b>\$ 1,335,006</b>	<b>\$ 1,688,446</b>	<b>\$ 1,422,315</b>	<b>\$ 1,422,315</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Administration (000)</b>					
Director Broadband Services <sup>1</sup>	1	0	0	0	0
Senior Office Assistant/Admin	1	1	1	1	1
<b>Operations (151)</b>					
IT Network Manager	1	1	1	1	1
Installation Technician	0	1	1	1	1
Systems Analyst	3	3	3	3	3
Network Administrator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup> Moved to Fibrant Fund (036)

### CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Citywide Camera System	\$ 90,000	\$ -	\$ -
User Security and Monitoring	90,000	-	-
Inventory Control Equipment	25,000	-	-
Modular IT Shelving	<u>18,000</u>	<u>-</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 223,000</b>	<b>\$ -</b>	<b>\$ -</b>

**DEPARTMENT – Information Technologies**  
**DIVISION – Network Operations Center (NOC)**

**441**

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 250,705	\$ -	\$ -	\$ -	\$ -
Operating	4,034	-	-	-	-
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 254,739</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Network Operations Center Mgr <sup>1</sup>	1	0	0	0	0
NOC Tech I/II <sup>1</sup>	3	0	0	0	0
NOC Tech I/II (TPT) <sup>1</sup>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<sup>1</sup> Department restructure moved to Fibrant Fund (870-220)

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 332,984	\$ -	\$ -	\$ -	\$ -
Operating	110,231	2,529,087	2,869,227	3,262,221	3,262,221
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 443,215</b>	<b>\$ 2,529,087</b>	<b>\$ 2,869,227</b>	<b>\$ 3,262,221</b>	<b>\$ 3,262,221</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Engineer/GIS Manager <sup>5</sup>	1	0	0	0	0
Head End Technician <sup>4</sup>	1	0	0	0	0
System Architect/Engineer	0	0	0	0	0
Infrastructure Supervisor <sup>6</sup>	1	0	0	0	0
Infrastructure Tech <sup>3</sup>	7	0	0	0	0
Infrastructure Tech - Traffic Signals	2	0	0	0	0
Infrastructure Tech - Facilities <sup>6</sup>	2	0	0	0	0
Installation Technician <sup>3</sup>	1	0	0	0	0
Network Communications Tech	0	0	0	0	0
Technical Operations Manager <sup>3</sup>	1	0	0	0	0
Warehouse Technician <sup>3</sup>	1	0	0	0	0
Network Administrator <sup>2</sup>	0	0	0	0	0
Senior Systems Analyst (GIS) <sup>1</sup>	0	0	0	0	0
Information System Analyst	0	0	0	0	0
IT Technician	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<sup>1</sup> Moved to Engineering Department

<sup>2</sup> Moved to IT Operations (442-151)

<sup>3</sup> Moved to Fibrant Fund (880-220) from Infrastructure Services (500)

<sup>4</sup> Moved to Fibrant Communications Fund (870-211)

<sup>5</sup> Moved to Fibrant Communications Fund (870-100)

<sup>6</sup> Moved to Engineering - Facilities Maintenance (551)

<sup>7</sup> Moved to Engineering - Traffic Operations (500)

Note: In FY2015-16 and previous fiscal years, the division included expenditures for Fibrant employees and operational expenditures. Beginning in FY2016-17, this department is comprised of the subsidy transfer to the Fibrant Fund.

## DEPARTMENT – Community Planning Services – Summary

### SUMMARY STATEMENT OF PURPOSE

To provide the citizens of Salisbury with current and long-range planning, urban design, historic preservation, code enforcement, and community development. The department also provides support for boards and commissions.

### BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 769,059	\$ 879,919	\$ 933,355	\$ 935,861	\$ 935,861
Operating	2,115,361	1,724,774	1,591,001	1,087,232	1,231,232
Capital	-	-	-	-	-
TOTAL	\$ 2,884,420	\$ 2,604,693	\$ 2,524,356	\$ 2,023,093	\$ 2,167,093



### **STATEMENT OF PURPOSE**

To promote creative place-making through collaborative visioning and planning for community growth, development, and reinvestment in downtown, neighborhoods, and transportation corridors. To develop downtown, neighborhood, corridor, and area plans in conjunction with representative stakeholders; work with other city departments, non-profit partners, organizations, and citizens to implement adopted plans; leverage city resources with grants and contributions to accomplish the collective goals.

### **PERFORMANCE GOALS**

1. To engage citizens, neighborhoods, downtown stakeholders, city departments, other public/government entities, businesses, and non-profit organizations in visioning and planning for community growth and redevelopment in Salisbury. Initiatives currently active or pending include:
  - Vision Salisbury Comprehensive Plan (update Vision 2020)
  - Greenspace planning development in the downtown
  - Brownfield redevelopment plan for Kesler Mill site and other site assessments
  - Dixonville Cemetery Memorial
  - West End Transformation
2. To implement sustainable urban planning and design that adds value and permanence to downtown, transportation corridors, and neighborhoods through the application of the Land Development Ordinance and as outlined in City Council-adopted plans:
  - Innes and Long Complete Streets Plan
  - 2010 Downtown Salisbury Master Plan
  - Completion and Connection Tourism Master Plan
  - Historic Preservation Master Plan
  - Salisbury Bicycle Plan
3. To revitalize the downtown and neighborhoods in coordination with the Salisbury Community Development Corporation, Downtown Salisbury, Inc., the Housing Authority of the City of Salisbury, other city departments, boards and commissions, federal and state agencies, and citizens who stand to benefit, and to improve neighborhood and housing conditions through enforcement of city codes.
  - MSD and Innes Street Incentive Grants; Historic preservation grants
  - Economic Development Incentives
  - Brownfields Assessment and Redevelopment Planning
  - Community Development and Housing Stabilization Programs
  - BlockWork, Landscape of the Month, and other community appearance initiatives
  - Eastern Gateway, Park Avenue, North Main Street, and other area plans
4. To lead and collaborate on community endeavors related to economic development, historic preservation, community appearance, tourism and arts & culture.
  - Provide staff support to Community Appearance Commission
  - Public Art Committee / Sculpture Show / History & Art Trail
  - Downtown Salisbury initiatives and strategic goals
  - Wayfinding signage and other Tourism Development activities

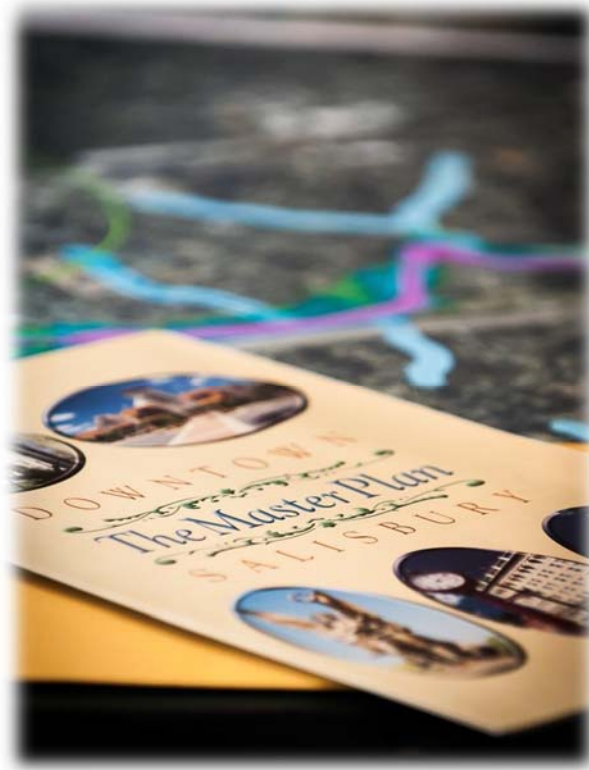
### BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 342,962	\$ 342,069	\$ 347,070	\$ 338,389	\$ 338,389
Operating	1,153,689	860,865	956,629	624,410	663,410
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,496,651</b>	<b>\$ 1,202,934</b>	<b>\$ 1,303,699</b>	<b>\$ 962,799</b>	<b>\$ 1,001,799</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Community Planning Services Dir.	1	1	1	1	1
Planner Sr I/II Urban Design	2	2	2	2	2
Sr. Office Assistant	1	1	0	0	0
Sr. Administrative Specialist <sup>1</sup>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup> Reclassed from Sr. Office Assistant



**STATEMENT OF PURPOSE**

To provide citizens, builders, and developers a centralized source of information, permitting, and licensing services through planning & zoning, permitting, and inspections, as well as providing Planning Board, Board of Adjustment, Historic Preservation Commission, Alternate Methods of Design Commission, Technical Review Commission, and City Council support through a centralized One Stop Development Shop.

**PERFORMANCE GOALS**

1. Continue implementation of the One Stop Development Shop at the City Office Building by combining multiple development process resources under one roof – Development Services, Fire Marshal, SRU-FOG, as well as providing flex space for Rowan County and the State of North Carolina.
2. In coordination with all federal, state, county, and city development process partners, continue to provide excellent customer service to all members of the general public in securing the appropriate permits, licensing, and requisite approvals.
3. Continue to administer, review, modify when necessary, and enforce the Land Development Ordinance, Historic District Guidelines, and other municipal ordinances.
4. Continue to perform field inspections to ensure compliance with various codes and ordinances.
5. Continue to coordinate with Rowan County and issue Certificates of Compliance/Occupancy.
6. Continue to issue Certificates of Appropriateness for new construction, renovations, and additions within the local historic districts.
7. Continue liaison staffing of the Historic Preservation Commission, Planning Board, Board of Adjustment, and Alternate Methods of Design Commission, as well as providing appropriate training for those volunteer members.
8. Continue to monitor and improve the plan review process through text amendments or policy adjustments.
9. Continue to update and administer water/sewer permitting for Rockwell, Granite Quarry, Spencer, East Spencer, China Grove and portions of Rowan County.
10. Assist with the implementation of the backflow prevention and pretreatment ordinance, NPDES Phase 2 Stormwater ordinance, and FOG ordinance.
11. Assist with development of a comprehensive infrastructure improvement plan for downtown.
12. Continue to administer and update the City's street address system in coordination with GIS.
13. Assist Downtown Salisbury, Inc. (DSI) in implementation of the Downtown Master Plan.
14. Support and partner with Rowan County in seeking improvements to the development review process.
15. Identify additional opportunities to improve pre-submittal plan review process.
16. Adopt standards and ordinances that support implementation of Vision 2020.

**PERFORMANCE MEASURES**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Projected</b>
<b>Workload</b>			
Rezoning Requests Processed	2	17	12
Number of New Businesses Issued 'Business Registry Permits'	95	47	50
<b>Efficiency</b>			
Average Number of Processing Days Per Rezoning Request	45	45	45
<b>Effectiveness</b>			
Percent of Rezoning Requests Approved as Presented	100%	100%	100%

## BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 277,057	\$ 301,032	\$ 332,071	\$ 323,263	\$ 323,263
Operating	899,624	792,485	449,084	317,584	422,584
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,176,681</b>	<b>\$ 1,093,517</b>	<b>\$ 781,155</b>	<b>\$ 640,847</b>	<b>\$ 745,847</b>

## PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Development Services Manager	1	1	1	1	1
Zoning Administrator	1	1	0	0	0
Development Services Coordinator <sup>2</sup>	0	1	1	1	1
Senior Planner	1	0	1	1	1
Development Technician <sup>3</sup>	0	1	1	1	1
Senior Office Assistant <sup>3</sup>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup> Position eliminated due to loss of Privilege Licenses

<sup>2</sup> Position Title Change from Senior Planner

<sup>3</sup> Position was reclassified from Senior Office Assistant



**STATEMENT OF PURPOSE**

To enforce the codes of the City of Salisbury and improve the quality of life within our community through ensuring that our community is visually appealing, clean, and safe. To uphold the codes and ordinances currently set in place while also updating and formulating new codes that will further the health, safety, and welfare of the City. To maintain a high level of customer service to the public while carrying out our duties on a daily basis in an effort to continuously improve the City in which we live and work.

**PERFORMANCE GOALS**

1. Focus on excellent customer service to all persons that our division meets in or outside of the city limits.
2. Complete and adopt Standard Operating Policies, including a Safety Policy.
3. Continue to cross-train all officers in all areas of the city codes and ordinances.
4. Continue working relationships with Neighborhood Leaders Alliance, SNAG, Community Watch programs and other neighborhood organizations.
5. Work in collaboration with Downtown Salisbury, Inc. (DSI) to implement the Downtown Master Plan and to provide staff support on initiatives such as a graffiti removal task force.
6. Provide staff support and assistance to the Housing Advocacy Commission.
7. Continue working with the Housing Advocacy Commission to strengthen the Minimum Housing Code and assess the need for a vacant property registration ordinance.
8. Establish communication system and/or technology that will allow police, fire, and code enforcement to be on one system and therefore become more cohesive with all three departments in order to improve the safety and integrity of neighborhoods, as well as response times.

**PERFORMANCE MEASURES**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Projected</b>
<b>Workload</b>			
Total Number of Nuisance Cases Generated	1,296	1,350	1,400
<b>Efficiency</b>			
Cost Per Nuisance Case Abated (contractor)	\$ 75	\$ 75	\$ 75
<b>Effectiveness</b>			
Percentage of Cases Corrected By Owner	82%	80%	80%

**BUDGET REQUEST SUMMARY**

	<b>Actual FY 15-16</b>	<b>Budgeted FY 16-17</b>	<b>Requested FY 17-18</b>	<b>Mgr Recommends FY 17-18</b>	<b>Adopted FY 17-18</b>
Personnel	\$ 149,040	\$ 236,818	\$ 254,214	\$ 274,209	\$ 274,209
Operating	62,048	71,424	185,288	145,238	145,238
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 211,088</b>	<b>\$ 308,242</b>	<b>\$ 439,502</b>	<b>\$ 419,447</b>	<b>\$ 419,447</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Code Services Manager <sup>2, 4</sup>	1	0	0	1	1
Code Coordinator <sup>3</sup>	0	0	1	1	1
Senior Code Enforcement Officer <sup>2</sup>	0	1	0	0	0
Code Enforcement Officer <sup>1</sup>	<u>2</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	3	4	3	4	4

<sup>1</sup> Position moved from Police Administration (514)

<sup>2</sup> Position reclassified from Code Services Manager

<sup>3</sup> Position reclassified from Senior Code Enforcement Officer

<sup>4</sup> Position reclassified

**STATEMENT OF PURPOSE**

To promote, enhance and manage the development of the central business district in a manner which will make the district the economic, governmental, social, and cultural center of Rowan County. To address the needs of impacting neighborhoods and businesses **within and adjacent to the Municipal Service District**. To accomplish the above by promoting activity in economic restructuring, design, promotions, and building partnerships.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ 185,640	\$ 185,640
Operating	-	-	-	-	74,800
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 185,640</b>	<b>\$ 260,440</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Downtown Development Director - NEW	0	0	1	1	1
Events Coordinator - NEW	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>

**STATEMENT OF PURPOSE**

To provide a centralized source of general engineering services for the City. Primary duties include traffic engineering, GIS services, reviewing plans for private development, administering special projects and street lighting, and serving as liaison to the Cabarrus Rowan MPO, NCDOT, and NCDENR.

**DEPARTMENTAL PERFORMANCE GOALS - ENGINEERING**

1. Participate in Technical Review Committee and Plan Review Committee.
2. Manage the Closed-Loop Signal System to ensure compliance with NCDOT standards and establish efficient timing plans.
3. Address citizen requests concerning traffic related issues.
4. Administer GIS services.
5. Coordinate efforts with Cabarrus Rowan MPO.
6. CMAQ grants and construction projects:
  - Jake Alexander Boulevard Sidewalk near Salisbury Mall
  - Bringle Ferry Rd Sidewalk
  - South Main St Sidewalk
  - Newsome Road Bike Lanes
  - Old Concord Rd Sidewalk from Ryan St to JAB
  - Phase IV Grants Creek Greenway (TAP funds)
  - Brenner Ave Sidewalk from Statesville Blvd to Horah St (& Brenner Ave/Link Ave Intersection Improvements)
7. Coordinate projects with NCDOT:
  - NCDOT resurfacing contract (coordinate with CTP, Bicycle Plan, and City Departments)
  - Newsome Rd Extension between Innes St and Faith Rd
8. Implement elements of the Comprehensive Bicycle Plan.
9. Prepare Dam Emergency Action Plans in accordance with DENR guidelines.
10. Serve as Subdivision Administrator.
11. Administer National Flood Insurance Program (NFIP).
12. Administer Downtown R/W Use Permits.
13. Administer street and alley closings in accordance with General Statutes.
14. Participate in monthly SNAG meetings.

**DEPARTMENTAL PERFORMANCE GOALS - STREET LIGHTING**

1. Administer citizen requests for improved street lighting in accordance with the City's neighborhood street lighting petition policy.
2. Improve street lighting along thoroughfares in accordance with approved funding.
3. Recommend schedule for replacing existing metal halide with LED to include in future budgets.



## PERFORMANCE MEASURES

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Projected</b>
<b>Street Lights</b>			
Duke Energy Leased	4,446	4,546	4,671
City Owned within Public R/W	99	99	99
Citizen Reported Outages Reported/Corrected	344	265	265
Total Petitions Created	5	9	9
Total Projects Designed	4	10	6
<b>Engineering Plan Review</b>			
Number of Projects Reviewed	44	47	50
<b>Permits</b>			
Floodplain	4	11	6
Water	12	20	16
Sewer	4	9	7
Stormwater BMP	3	5	5
Right-of-Way Use	9	7	8
<b>Traffic Engineering</b>			
Major Studies	5	8	10
Petitions	6	10	8
Permanent Street/Alley Closings	1	2	2
<b>Special Projects</b>	5	8	6
<b>Geographic Information Services</b>			
Web Applications Created	5	4	4
Web Applications Maintained	15	20	25
Cartographic Products Created/Modified	65	50	45
Citizen Reported Issues Screened	500	600	650
Data Requests Fulfilled	5	4	3
Users Supported	35	38	40
User Support Cases	80	75	75
Data Collection Projects Conducted/Supported	4	2	2
Major Analysis Projects	4	5	5
Minor Analysis Projects	5	10	15
Addresses Input/Corrected	450	250	200
Information Requests Fulfilled	50	45	35

### BUDGET REQUEST SUMMARY --- 555 Engineering

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 542,545	\$ 549,732	\$ 612,700	\$ 663,441	\$ 663,441
Operating	741,870	3,006,009	2,936,908	2,577,722	2,577,722
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,284,415</b>	<b>\$ 3,555,741</b>	<b>\$ 3,549,608</b>	<b>\$ 3,241,163</b>	<b>\$ 3,241,163</b>

### BUDGET REQUEST SUMMARY --- 552 Street Lighting

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	566,219	597,220	614,550	614,550	614,550
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 566,219</b>	<b>\$ 597,220</b>	<b>\$ 614,550</b>	<b>\$ 614,550</b>	<b>\$ 614,550</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
City Engineer	1	1	1	1	1
Engineer	1	1	1	1	1
Engineer Technician	1	1	1	1	1
GIS Coordinator <sup>1</sup>	1	1	1	1	1
Project Manager <sup>2</sup>	1	1	1	1	1
Intern <sup>3</sup>	1	0	0	0	0
Traffic Engineer Coordinator	1	1	1	1	1
Administrative Specialist <sup>4</sup>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup> Position moved from Infrastructure Services Management (442) & reclassified

<sup>2</sup> Position moved from Information Technologies Systems (442)

<sup>3</sup> Position eliminated

<sup>4</sup> Position moved from Code Enforcement (495)



**STATEMENT OF PURPOSE**

To provide the City with a resource capable of effectively monitoring and evaluating municipal traffic safety and traffic flow, and to develop and implement programs designed to address those needs through a network of traffic signals, traffic control signs and engineering evaluations.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Provide quarterly maintenance and documentation in accordance with NCDOT standards to ensure maximum reimbursement through Maintenance Municipal Agreements.
2. Maintain City-owned street lighting to minimize outages.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 567,532	\$ 117,352	\$ 140,565	\$ 131,679	\$ 131,679
Operating	470,014	88,605	75,333	59,093	59,093
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,037,546</b>	<b>\$ 205,957</b>	<b>\$ 215,898</b>	<b>\$ 190,772</b>	<b>\$ 190,772</b>

NOTE: Actual FY15-16 is for Infrastructure Services.

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Traffic Signal Tech	<u>0</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

<sup>1</sup> Positions moved from Infrastructure Services (492)

**STATEMENT OF PURPOSE**

The City of Salisbury utilizes buildings throughout the City for offices to support our organization. City Office Building houses Development Services, Human Resources, Code Enforcement, Engineering, Administration, and Financial Services. City Hall houses Council Chambers, Planning, Communications, the Mayor's office and Council Administration. Customer Service Center has offices and operations to support Fibrant, Business Office, Information Technology and Telecommunications. Park Avenue is used as the location for the Fire Marshall's office and Parks and Recreation Administration. Adjacent to the Park Avenue property is the Park Avenue Community Center, and West End Community Development is located within the West End Community property. These properties provide space for offices, meeting rooms, and required storage of documentation necessary for daily operations. The property formerly referred to as the Zimmerman Building is vacant at this time.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	521,252	708,646	508,188	441,571	441,571
Capital	118,240	34,372	411,400	-	-
<b>TOTAL</b>	<b>\$ 639,492</b>	<b>\$ 743,018</b>	<b>\$ 919,588</b>	<b>\$ 441,571</b>	<b>\$ 441,571</b>

**CAPITAL OUTLAY**

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
<b>City Office Building (000)</b>			
HVAC Replacement	\$ 165,000	\$ -	\$ -
<b>Zimmerman Building (250)</b>			
HVAC Replacement	25,500	-	-
Roof Replacement	26,400	-	-
<b>City Hall (251)</b>			
HVAC Replacement	75,000	-	-
<b>Park Ave Comm Center (253)</b>			
HVAC Replacement Unit 1	13,500	-	-
HVAC Replacement Unit 2	12,000	-	-
<b>Customer Service Center (253)</b>			
Redundant Cooling System	65,000	-	-
Air Lock Head End	7,000	-	-
Front Lobby Improvements	22,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 411,400</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

This property serves as an anchor for our downtown area and exemplifies the elements necessary for a robust downtown community – retail, commercial, and residential. The property has retail on the first floor and commercial space on the second and third floor. Fourth through seventh floors are residential units. By maintaining and administering the Plaza, the City continues to provide consistent economic vitality in the central business district.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	164,135	161,311	185,020	127,159	127,159
Capital	<u>21,871</u>	<u>20,000</u>	<u>300,000</u>	<u>79,000</u>	<u>79,000</u>
<b>TOTAL</b>	<b>\$ 186,006</b>	<b>\$ 181,311</b>	<b>\$ 485,020</b>	<b>\$ 206,159</b>	<b>\$ 206,159</b>

**CAPITAL OUTLAY**

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Trellis	\$ 45,000	\$ 45,000	\$ 45,000
Apartment Renovations	120,000	20,000	20,000
Elevator Upgrades	75,000	-	-
Awnings & Lobby Improvements	18,000	-	-
HVAC Replacement	<u>42,000</u>	<u>14,000</u>	<u>14,000</u>
<b>Total Capital Outlay</b>	<b>\$ 300,000</b>	<b>\$ 79,000</b>	<b>\$ 79,000</b>

**STATEMENT OF PURPOSE**

To provide the City with support services associated with maintaining viable space from which operations can occur. In addition to these services, preventative maintenance services are managed along with active involvement in the management and execution of contracted services. This includes elevator operations and inspections, HVAC, roof maintenance, pressure vessel inspections, fire sprinkler and fire monitoring, security and access control, cleaning, and pest control. Maintenance is also actively involved in many capital improvement projects throughout the City for various departments as projects arise and funding is available.

**PERFORMANCE MEASURES**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Projected</b>
<b>Workload</b>			
Square Feet Maintained	190,760	190,760	190,760
Average Age of Facilities (years)	55	55	55

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 172,135	\$ 193,558	\$ 220,089	\$ 206,554	\$ 206,554
Operating	7,776	8,938	70,706	50,395	50,395
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 179,911</b>	<b>\$ 202,496</b>	<b>\$ 290,795</b>	<b>\$ 256,949</b>	<b>\$ 256,949</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Maintenance Supervisor <sup>1</sup>	0	1	1	1	1
Maintenance Wkr I/II <sup>1</sup>	<u>0</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

<sup>1</sup> Positions transferred from 500-000 Infrastructure Services

## DEPARTMENT - Police - Summary

### SUMMARY STATEMENT OF PURPOSE

To protect the citizens of Salisbury with 24-hour law enforcement service. Specific areas of emphasis include preventive patrol, investigations of criminal activity, crime prevention, traffic control, animal control, and internal support services to the operational units.

### PERFORMANCE MEASURES

	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Number of Sworn Police Officers (Authorized Positions)	81	81	81
Number of 'False Alarm' Police Responses (calls coded 2, 4 or 5)	2,906	2,738	2,822
All Part I Crimes Reported (homicide, assault, robbery, larceny, etc.)	1,927	1,948	1,937
Departmental Internal Affairs Investigated Complaints	21	19	19
<b>Efficiency</b>			
Calls Resulting In A Dispatch (including walk-ins and officer initiated)	36,518	36,487	36,507
Part I Crimes Investigated By Criminal Investigations (CID) Division^^	190	185	189
Internal Affairs Complaints Sustained	3	2	2
<b>Effectiveness</b>			
Departmental Turn-Over Rate (Sworn Police Officers)	3.7%	14.8%	6.2%
Dispatches Coded 'False Alarm' (as a Percent of Total Dispatches)	8.0%	7.5%	7.7%
Internal Affairs Complaints Sustained as a Percent of Total Internal Affairs Complaints Filed	14.3%	10.5%	10.5%

^^ Patrol investigates all crime. CID is used for extreme cases or where limited evidence exists

### BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ 5,318,208	\$ 6,164,903	\$ 6,505,008	\$ 6,345,973	\$ 6,345,973
Operating	1,417,736	1,443,201	1,861,676	2,254,105	2,254,105
Capital	10,820	65,937	182,700	47,200	47,200
TOTAL	\$ 6,746,764	\$ 7,674,041	\$ 8,549,384	\$ 8,647,278	\$ 8,647,278

**STATEMENT OF PURPOSE**

To serve as the support and investigative unit of the Police Department providing for criminal investigations, crime scene, crime prevention services, community relations services, youth crime prevention services, Victim Advocate service, and evidence storage.

**PERFORMANCE GOALS**

1. Use innovative and traditional methods to continue to build bridges between the police department and our community. This will be carried out, not only by personal contacts with all of our department's officers, but also by utilizing the agency's Community Relations Officers.
2. Continue to pursue innovative as well as traditional methods designed for the purpose of enabling our agency to successfully solve and prosecute major criminal cases.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 1,246,858	\$ 1,571,826	\$ 1,840,632	\$ 1,616,797	\$ 1,616,797
Operating	129,594	226,408	185,492	185,492	185,492
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,376,452</b>	<b>\$ 1,798,234</b>	<b>\$ 2,026,124</b>	<b>\$ 1,802,289</b>	<b>\$ 1,802,289</b>



# PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Services Administration (000)</b>					
Captain	1	1	1	1	1
<b>Community Service (303)</b>					
Community Relations Officer	0	0	1	1	1
Police Officer I/II/MPO <sup>1</sup>	6	6	5	5	5
Police Sergeant	0	0	1	1	1
<b>Evidence &amp; Identification (304)</b>					
Police Evidence & Property Custodian	1	1	1	1	1
<b>Information Management (305)</b>					
Police Records Clerk	1	1	0	0	0
Administrative Specialist	1	1	0	0	0
<b>Recruitment/Training (306)</b>					
Police Officer I/II/MPO	1	1	0	0	0
Parking Control Specialist (TPT)	1	1	0	0	0
<b>CID (326)</b>					
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	2	2	2
Police Officer I/II/MPO	7	7	10	10	10
<b>Crime Scene (330)</b>					
Police Officer I/II/MPO <sup>2</sup>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	22	22	23	23	23

<sup>1</sup> Officers (3) assigned as SRO

<sup>2</sup> Position used for Crime Scene



**STATEMENT OF PURPOSE**

To serve as the central management point for all activities involving the Police Department. Highlights of these activities include all matters pertaining to community safety, efforts to enhance police/community relations, crime deterrence efforts, solutions to crime-induced quality of life issues, neighborhood patrol operations, criminal investigative efforts, departmental staff development, departmental goals and objectives, agency budgetary matters, agency accreditation, internal affairs matters, and any other matters associated with the Police Department.

**PERFORMANCE GOALS**

1. Develop and maintain a strong relationship with the City HR Public Safety Recruiter to assist with finding talented police officer recruit candidates.
2. Continue ongoing efforts to improve upon the recruitment of diverse candidates in order to better reflect the demographics of the Salisbury community and meet the goal of achieving 90% staffing by the end of CY2017.
3. Continue efforts to develop and improve upon the quality of leadership and level of leadership accountability within our agency's existing Command structure.
4. Implement an effective means of permitting and staffing city events such as special events, road races, and public street festivals in coordination with a rewrite of city ordinance.
5. Develop a process by which ongoing crime statistics are available, real time, in order to monitor crime trends.
6. Develop a scientific assessment means to redraw police beat boundaries and how the patrol force is deployed for a more effective and efficient response.
7. Review and update all departmental directives to ensure policies are current and reflect department operations.
8. Review the current policy and practices of the department disciplinary system and work to develop a transparent and straightforward procedure for dealing with internal discipline.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 594,297	\$ 582,749	\$ 848,745	\$ 1,052,888	\$ 1,052,888
Operating	523,994	372,299	619,251	1,069,706	1,069,706
Capital	-	6,864	182,700	47,200	47,200
<b>TOTAL</b>	<b>\$ 1,118,291</b>	<b>\$ 961,912</b>	<b>\$ 1,650,696</b>	<b>\$ 2,169,794</b>	<b>\$ 2,169,794</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Administration (000)</b>					
Police Chief	1	1	1	1	1
Deputy Police Chief <sup>1</sup>	0	0	1	1	1
Police Lieutenant	1	1	1	1	1
Police Captain	0	0	1	1	1
Police Officer	0	0	1	1	1
Police Planner	1	1	1	1	1
Recruitment Manager <sup>2</sup>	1	0	0	0	0
Training Manager	1	1	1	1	1
Management Analyst	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Code Enforcement Officer <sup>3</sup>	1	0	0	0	0
<b>Recruitment (315)</b>					
Police Sergeant	0	0	1	1	1
<b>Records (325)</b>					
Administrative Specialist	0	0	1	1	1
Police Records Clerk	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>8</b>	<b>6</b>	<b>12</b>	<b>12</b>	<b>12</b>

<sup>1</sup> Position was reclassified when Police Department was reorganized to include a third Police Captain (511/516/517)

<sup>2</sup> Position moved to Human Resources (423)

<sup>3</sup> Position moved to CPS-Code Enforcement (495)

### CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
JACE	\$ 7,200	\$ 7,200	\$ 7,200
Front Glass	7,500	-	-
Citywide Camera System	40,000	40,000	40,000
HVAC Replacement	128,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 182,700</b>	<b>\$ 47,200</b>	<b>\$ 47,200</b>



**STATEMENT OF PURPOSE**

To provide 24-hour law enforcement services for the citizens of Salisbury including community/neighborhood patrols, investigation of criminal incidents, crime deterrence efforts, citizen contacts and relationship building efforts, school resource officers, downtown patrols and parking control, traffic enforcement efforts, investigation of traffic accidents, and the overall protection of life and property.

**PERFORMANCE GOALS**

1. Seek innovative methods to increase officer's ability to spend greater time conducting crime deterring patrols and providing a greater amount of visibility/presence within the neighborhoods.
2. Seek ways to improve upon relationship and trust building efforts by officers in the field as they encounter citizens while patrolling neighborhoods.
3. Improve command and supervisory accountability at the team level by holding them more responsible for work quality, better shift coverage scheduling, and career path development.
4. Review data and develop a patrol beat system that uses weighted call load as the measure for the boundaries.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 2,854,524	\$ 3,309,781	\$ 3,815,631	\$ 3,676,288	\$ 3,676,288
Operating	754,219	815,289	1,056,933	998,907	998,907
Capital	10,820	59,073	-	-	-
<b>TOTAL</b>	<b>\$ 3,619,563</b>	<b>\$ 4,184,143</b>	<b>\$ 4,872,564</b>	<b>\$ 4,675,195</b>	<b>\$ 4,675,195</b>



# PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Field Operations (000)</b>					
Captain	1	1	1	1	1
<b>SRO (320)</b>					
Police Officer I/II/MPO	0	0	2	2	2
School Resource Officer	0	0	1	1	1
<b>Adam Team (321)</b>					
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	1	1	1
Police Officer I/II/MPO	9	9	10	10	10
<b>Baker Team (322)</b>					
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	1	1	1
Police Officer I/II/MPO	9	9	10	10	10
<b>Charlie Team (323)</b>					
Police Lieutenant	1	1	0	0	0
Police Sergeant	1	1	1	1	1
Police Officer I/II/MPO	9	9	9	9	9
School Resource Officer	0	0	1	1	1
<b>David Team (324)</b>					
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	1	1	1
Police Officer I/II/MPO	9	9	10	10	10
<b>Downtown (326)</b>					
Parking Control Specialist	0	0	1	1	1
Police Officer I/II/MPO	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	45	45	53	53	53

**DEPARTMENT – Police**  
**DIVISION – Special Operations**

**517**

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 622,529	\$ 700,547	\$ -	\$ -	\$ -
Operating	9,929	29,205	-	-	-
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 632,458</b>	<b>\$ 729,752</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Special Operations Admin (000)</b>					
Captain	1	1	0	0	0
<b>PIT Team 1 (331)</b>					
Police Sergeant	1	1	0	0	0
Police Officer I/II/MPO	4	4	0	0	0
<b>PIT Team 2 (332)</b>					
Police Sergeant	1	1	0	0	0
Police Officer I/II/MPO	4	4	0	0	0
<b>Drug Unit (333)</b>					
Police Sergeant	1	1	0	0	0
Police Officer I/II/MPO	<u>3</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>15</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>

**STATEMENT OF PURPOSE**

To protect the quality of life for present and future generations through interaction with our community, compassionate service and an atmosphere that encourages innovation, professionalism and diversity.

**PERFORMANCE GOALS**

1. Improve community life safety initiatives through response times to emergency incidents.
2. Improve recruiting efforts and improve diversity by increasing live-in base and attending recruiting events at high schools in NC with firefighter based curriculums.
3. Continue to improve supervisory roles and responsibilities through new and continuing education training programs.
4. Break ground on Station 6 and complete site, plan and prints for Station 3 relocation.
5. Continue to explore ALS Paramedic response and pre-hospital community para-medicine program and training options.
6. Update policies and procedures to improve fire ground operations and meet new ISO directives:
  - Improve public education events and provide a minimum of four fire safety public announcements annually
  - Inspect all buildings according to NC Fire Code and Building Code Council inspection schedule
  - Recognize and train to modern fire suppressions methods and standards; ISO topics and hours inclusive of all ranks and assignments
  - Update policies, procedures and directives and response methods
  - Improve and expand training to incorporate quarterly training with surrounding departments
  - Improve Rescue certification capabilities to include surface water, trench rescue, technical rescue, components
7. Expand Emergency Management and planning role/efforts- conduct one annual EM training drill for City Officials.
8. Serve as City's EM planning and preparation office.
9. Take delivery, train and place in service new Platform Aerial Ladder Truck and Fire Engine.
10. Celebrate the department's 200<sup>th</sup> anniversary with neighborhood demonstrations, open houses, and a fire apparatus parade.
11. Upgrade to new fire reporting and record keeping software.
12. Continue to prepare for future ISO inspection and update pre-inspection reports and records.
13. Complete recertification for NC Association of Rescue & Emergency Medical Services Inc., as Medical Responder Unit, Heavy Rescue Provider and Confined Space Rescue.

# **PERFORMANCE MEASURES**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Projected</b>
<b>Workload</b>			
Total Calls	5,719	5,940	6,000
Fire Alarm Responses	637	792	800
Average Calls Per Day	16	17	17
Average Training Hours per Firefighter per Day	3	3	3
<b>Efficiency</b>			
Firefighters Per Shift Strength	23	23	24
Firefighters (Per Shift) Per 1,000 Population	0.68	0.68	0.71
Total Dollar Value of All Property Protected	\$2.80 B	\$2.81 B	\$2.82 B
<b>Effectiveness</b>			
Fire Deaths (Civilians)	0	0	0
Fire Deaths (Firefighters)	0	0	0
Total Fire Loss (Dollars)	\$1,557,398	\$1,200,000	\$1,350,000
On Scene Time - % within 5 Minutes	33.0%	41.0%	50%

## **BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 4,455,166	\$ 4,774,073	\$ 5,076,223	\$ 4,924,059	\$ 4,924,059
Operating	879,618	950,055	1,017,087	937,720	937,720
Capital	73,407	911,840	899,300	802,500	802,500
<b>TOTAL</b>	<b>\$ 5,408,191</b>	<b>\$ 6,635,968</b>	<b>\$ 6,992,610</b>	<b>\$ 6,664,279</b>	<b>\$ 6,664,279</b>



# PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Administration (000)</b>					
Battalion Chief	1	0	0	0	0
Fire Chief	1	0	0	0	0
Senior Office Assistant	1	0	0	0	0
<b>Fire Personnel (350) <sup>2</sup></b>					
Fire Chief	0	1	1	1	1
Administrative Specialist	0	1	1	1	1
Battalion Chief	0	6	6	6	6
Fire Captain / District Captain	0	13	11	11	11
Fire Control Specialist I/II	0	38	34	34	34
Fire Engineer	0	13	17	17	17
Fire Lieutenant	0	5	8	8	8
Fire Safety Education Coordinator	0	1	1	1	1
Fire Control Specialist Pool (TPT) <sup>1</sup>	0	1	1	1	1
Hydrant Maintenance (TFT)	0	2	2	2	2
<b>Station 1 (351)</b>					
Battalion Chief	3	0	0	0	0
Fire Captain	9	0	0	0	0
Fire Engineer	6	0	0	0	0
Fire Control Specialist I/II	12	0	0	0	0
Fire Control Specialist (TPT) <sup>1</sup>	1	0	0	0	0
<b>Station 2 (352)</b>					
Fire Captain	3	0	0	0	0
Fire Control Specialist I/II	9	0	0	0	0
Fire Engineer	4	0	0	0	0
<b>Station 3 (353)</b>					
District Fire Captain	1	0	0	0	0
Fire Captain	2	0	0	0	0
Fire Engineer	3	0	0	0	0
Fire Control Specialist I/II	6	0	0	0	0
<b>Station 4 (354)</b>					
Fire Captain	2	0	0	0	0
Fire Engineer	4	0	0	0	0
Fire Control Specialist I/II	9	0	0	0	0
<b>Loss Prevention &amp; Investigations (356)</b>					
Battalion Chief	1	0	0	0	0
<b>Training (357)</b>					
Battalion Chief	1	0	0	0	0
Hydrant Maintenance (TFT)	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL <sup>3</sup></b>	81	81	82	82	82

<sup>1</sup> Positions combined into one Part Time Pool ~ 5 TPT positions into 1 position

<sup>2</sup> All positions consolidated into Fire Personnel (350)

<sup>3</sup> FY18 One position budgeted partial year, then eliminated

## CAPITAL OUTLAY

	FY 17-18	FY 17-18	FY 17-18
<b>Fire Administration (000)</b>			
Station 3 Land Acquisition	\$ 250,000	\$ 250,000	\$ 250,000
Station 6 Architecture Fees	250,000	250,000	250,000
Station 3 Architecture Fees & Assessments	175,000	175,000	175,000
Mobile Breathing Air Compressor System	80,000	80,000	80,000
Hurst Recue Quad Pump & Tools	35,000	35,000	35,000
<b>Fire Station #1 (351)</b>			
Station 1 Bay Door Replacement	12,800	-	-
HVAC Replacement	14,000	-	-
<b>Fire Station #2 (352)</b>			
Thermal Image Camera	10,000	-	-
<b>Fire Station #4 (354)</b>			
Thermal Image Camera	10,000	-	-
<b>Fire Station #5 (355)</b>			
Station 5 Sprinkler System	50,000	-	-
HVAC Replacement	12,500	12,500	12,500
<b>Total Capital Outlay</b>	<b>\$ 899,300</b>	<b>\$ 802,500</b>	<b>\$ 802,500</b>



**DEPARTMENT - Public Services - Summary****SUMMARY STATEMENT OF PURPOSE**

To provide citizens of Salisbury with street, sidewalk, traffic sign, and pavement marking maintenance on city and state right of ways. Collection and disposal of residential garbage and yard waste. Oversee the residential recycling service contract. Manage the equipment and vehicles used by city forces. Implement stormwater regulations imposed by NCDENR and supply services to the stormwater infrastructure in city right of way.

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ 2,085,828	\$ 3,051,437	\$ 3,341,670	\$ 3,262,735	\$ 3,262,735
Operating	\$ 2,550,765	\$ 3,316,891	\$ 3,605,534	\$ 3,261,914	\$ 3,261,914
Capital	<u>102,112</u>	<u>25,230</u>	<u>450,301</u>	<u>56,000</u>	<u>56,000</u>
TOTAL	\$ 4,738,705	\$ 6,393,558	\$ 7,397,505	\$ 6,580,649	\$ 6,580,649

**STATEMENT OF PURPOSE**

To serve as the central management and administration source for activities and operations related to the Public Services Department including Fleet Management, Signs and Marking Operations, Cemetery, City Arborist, Grounds Maintenance, Solid Waste Management, Street Division and Stormwater Utility.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 235,627	\$ 253,032	\$ 268,623	\$ 262,022	\$ 262,022
Operating	8,733	14,320	27,228	21,935	21,935
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 244,360</b>	<b>\$ 267,352</b>	<b>\$ 295,851</b>	<b>\$ 283,957</b>	<b>\$ 283,957</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Public Services Director	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**STATEMENT OF PURPOSE**

To manage the maintenance and improvements to infrastructure including pavement, sidewalks, traffic signs, street signs, pavement markings, bridges, and curbing inside of city maintained rights-of-way. Ensures compliance with Federal ADA accessibility regulations for city maintained sidewalks. Administers maintenance projects with revenue received from the State of North Carolina through the Powell Bill Fund. Removes snow and ice during inclement weather. Assist other departments with maintenance, construction, and general labor as needed.

**PERFORMANCE GOALS**

**Administration (000)**

1. Plan, design, budget, direct, and support the construction and maintenance of city streets, traffic signs, street signs, pavement markings, and sidewalks.
2. Provide inspections for all new construction.
3. Maintain the City's Powell Bill records.
4. Coordinate with state inspectors to ensure proper maintenance to all city maintained bridges.
5. Oversee Stormwater Utility.
6. Oversee the collection and disposal of solid waste and recycling.
7. Oversee operational responses during inclement weather.

**Street Maintenance (420)**

1. Perform maintenance to city streets and parking facilities not covered under the guidelines of Powell Bill Funding.
2. Perform paving and patching to street cuts as a result of the work efforts of various utilities.

**Concrete Construction (421)**

1. Provide maintenance and repair to city sidewalks, driveways and curbs.
2. Respond to request from contractors and property owners to install or repair new concrete facilities.

**Signs and Markings (422)**

1. Provide maintenance and repair to traffic control signs, street signs, and pavement markings per MUTCD standards.

**Streets Miscellaneous Activities (425)**

1. Provide general labor and support to other city divisions and departments.

**Powell Bill Paving & Resurfacing (426)**

1. Provide maintenance, repairs, and paving to the City's 172 miles of streets as defined by budget funding.

**Powell Bill Bridge Maintenance/Snow (427)**

1. Provide maintenance to the decking, pavement, and related bridge facilities.
2. Maintain streets, walks, and parking facilities in a passable condition during periods of snow and ice.

**Powell Bill-Concrete Construction (429)**

1. Provide maintenance, repair, and installation to city curb and gutter, sidewalks, and bike pathways.

**PERFORMANCE MEASURES**

	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
Lane Miles of Streets Paved	6.7	7.0	7.0
Lane Miles of Streets Maintained	346	346	347
Potholes Filled	424	376	400
Driveways	20	16	18
Sidewalks Replaced / Repaired - Feet	3,442	2,600	3,000
Curb & Gutter - Feet	196	619	500
New Handicap Ramps	11	37	25
Miles of Right-of-Way Maintained	18	18	18
Acres of Contract Mowing Responsibility	62	62	62

### BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 669,254	\$ 1,492,443	\$ 1,593,578	\$ 1,521,947	\$ 1,521,947
Operating	929,667	1,383,538	1,516,049	1,346,037	1,346,037
Capital	51,771	15,000	158,701	-	-
<b>TOTAL</b>	<b>\$ 1,650,692</b>	<b>\$ 2,890,981</b>	<b>\$ 3,268,328</b>	<b>\$ 2,867,984</b>	<b>\$ 2,867,984</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Administration (000)</b>					
Street Division Manager	1	1	1	1	1
Maintenance Supervisor	1	1	1	1	1
<b>Street Maintenance (420)</b>					
Equipment Operator I/II	2	1	1	1	1
Street Maintenance Worker I/II	1	2	2	2	2
<b>Concrete Construction (421)</b>					
Crew Leader	1	1	1	1	1
Equipment Operator I/II	3	2	3	3	3
Street Maintenance Worker I/II	0	1	0	0	0
<b>Signs &amp; Marking (422)</b>					
Crew Leader	0	0	1	1	1
Equipment Operator I/II <sup>1</sup>	2	2	1	1	1
<b>Mowing (424) <sup>3</sup></b>					
Equipment Operator I/II	0	0	3	3	3
Maintenance Supervisor	0	0	1	1	1
Maintenance Worker	0	0	8	8	8
Seasonal/PT Pool	0	0	1	1	1
<b>Street Misc. Activities (425)</b>					
Crew Leader <sup>2</sup>	2	2	1	1	1
Equipment Operator	0	0	1	1	1
<b>Powell Bill - Paving &amp; Resurfacing (426)</b>					
Maintenance Worker	1	1	1	1	1
<b>Powell Bill Street Maintenance (427)</b>					
Maintenance Worker	1	1	1	1	1
<b>Powell Bill -Concrete-Construction (429)</b>					
Equipment Operator <sup>2</sup>	0	0	1	1	1
Street Maintenance Worker I/II	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total</b>	<b>16</b>	<b>16</b>	<b>29</b>	<b>29</b>	<b>29</b>

<sup>1</sup> Positions transferred from Infrastructure Services (500)

<sup>2</sup> Positions reclassified

<sup>3</sup> Positions transferred from Parks & Rec (621)

# **CAPITAL OUTLAY**

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
HVAC Replacement	\$ 14,000	\$ -	\$ -
Brine Mixing Station	25,000	-	-
Brine Applicator	23,000	-	-
Salt Bin	30,000	-	-
Snow Blowers	10,000	-	-
Bays Material Handling Site	40,000	-	-
Thermomark 300 & Premelter	16,701	-	-
<b>Total Capital Outlay</b>	<b>\$ 158,701</b>	<b>\$ -</b>	<b>\$ -</b>

**DIVISION – Solid Waste****STATEMENT OF PURPOSE**

To manage the collection and disposal of solid waste and recyclable material inside the city in compliance with federal and state regulations. Educate the public on sustainable practices to increase recycling and minimize material that is disposed of at the Rowan County Landfill.

**PERFORMANCE GOALS**

1. Protect the public health, safety, and welfare by collecting and disposing solid waste and recycling material efficiently and in compliance with federal and state regulations.
2. Improve citywide recycling efforts and promote sustainable practices.

**PERFORMANCE MEASURES**

	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
City-Collected Garbage - Tons	8,694	8,896	8,800
Contracted Residential Recycling - Tons	1,519	1,239	1,650
Special Events Supported	23	12	20

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ 360,325	\$ 372,610	\$ 402,939	\$ 379,014	\$ 379,014
Operating	954,457	1,017,202	1,180,391	1,108,804	1,108,804
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,314,782</b>	<b>\$ 1,389,812</b>	<b>\$ 1,583,330</b>	<b>\$ 1,487,818</b>	<b>\$ 1,487,818</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Solid Waste Supervisor <sup>2</sup>	1	1	0	0	0
Crew Leader <sup>2</sup>	1	1	1	1	1
Equipment Operator I/II <sup>1 2</sup>	4	5	5	5	5
Equipment Operator (PT/Pool) <sup>3</sup>	1	0	0	0	0
Maintenance Supervisor <sup>2</sup>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup> One position eliminated FY16

<sup>2</sup> Position reclassified

<sup>3</sup> Part-time Pool was converted to Equipment Operator FY17



**STATEMENT OF PURPOSE**

To manage the collection and disposal of yard waste inside the city in compliance with federal and state regulations.

**PERFORMANCE GOALS**

1. Provide weekly limb and bagged yard debris collection citywide to coincide with the solid waste and recycling collection. Process and dispose of material within DENR regulations as cost efficient as possible.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 356,970	\$ 227,215	\$ 232,476	\$ 218,629	\$ 218,629
Operating	118,892	148,620	217,351	206,280	206,280
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 475,862</b>	<b>\$ 375,835</b>	<b>\$ 449,827</b>	<b>\$ 424,909</b>	<b>\$ 424,909</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Equipment Operator I/II	2	2	2	2	2
Maintenance Worker	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

**STATEMENT OF PURPOSE**

To provide a centralized resource for the management and repair of city vehicles and equipment and Transit System buses. Offer expertise in the development of specifications used in the purchase of new vehicles and equipment.

**PERFORMANCE GOALS**

1. Enhance technical abilities of division personnel through in-house training programs.
2. Increase service life and vehicle dependability by developing an in-depth preventive/scheduled maintenance program.
3. Enhance the technical equipment capability of the division in order to maintain current needs and provide for future needs of the City's fleet.
4. Develop specifications on vehicles and equipment that meet the needs of the City while lowering the operating cost over the life of the vehicle or equipment.

**PERFORMANCE MEASURES**

	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
Vehicles Maintained	299	302	302
Other Equipment Maintained	537	542	542
Buses Maintained	9	9	9

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ 699,279	\$ 796,889	\$ 955,132	\$ 989,760	\$ 989,760
Operating	82,427	108,312	96,284	88,578	88,578
Capital	50,341	-	226,600	-	-
<b>TOTAL</b>	<b>\$ 832,047</b>	<b>\$ 905,201</b>	<b>\$ 1,278,016</b>	<b>\$ 1,078,338</b>	<b>\$ 1,078,338</b>

**PERSONNEL DETAIL**

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Fleet Services Manager	1	1	1	1	1
Fleet Services Supervisor	1	1	1	1	1
Parts Supervisor	1	1	1	1	1
Mechanic <sup>2</sup>	6	6	8	8	8
Auto Service Tech	2	2	1	1	1
Telecommunications Technician <sup>1</sup>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>13</b>

<sup>1</sup> Position transferred from Telecommunications (550)

<sup>2</sup> Added new position for FY18

**CAPITAL OUTLAY**

	Requested	Mgr Recommends	Adopted
	FY 17-18	FY 17-18	FY 17-18
HVAC Replacement	\$ 7,500	\$ -	\$ -
Truck tire changer for the SCSC shop	19,100	-	-
Above Ground Fueling System	200,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 226,600</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

To operate, maintain and develop seven municipal cemeteries totaling 79.65 acres of publically controlled burial grounds.

**PERFORMANCE GOALS**

1. Oversee daily maintenance activities including mowing, leaf collection, pruning and collection of litter in order to maintain a well-groomed appearance of cemetery properties.
2. Provide prompt and courteous service to funeral directors and bereaved families in regard to interments and related services.
3. Assist families with special requests regarding the care of burial plots.
4. Assist public walk-ins with location of graves.
5. Promote columbarium services and plan future expansions.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ 86,837	\$ 78,504	\$ 76,424	\$ 76,424
Operating	-	170,258	28,878	21,926	21,926
Capital	-	-	17,000	8,000	8,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 257,095</b>	<b>\$ 124,382</b>	<b>\$ 106,350</b>	<b>\$ 106,350</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Cemetery Coordinator <sup>1</sup>	0	0	1	1	1
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>

<sup>1</sup> Position transferred from Parks & Rec (621)

**CAPITAL OUTLAY**

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Roof Replacement	\$ 17,000	\$ 8,000	\$ 8,000
<b>Total Capital Outlay</b>	<b>\$ 17,000</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>

**STATEMENT OF PURPOSE**

To provide a centralized resource for the management and development of City-owned landscapes and urban forest resources. To provide staff support to the Salisbury Tree Board, provide management of vegetation on City properties and rights-of-way, and ensure compliance with standards regarding vegetative nuisances, unsanitary conditions and junked or abandoned vehicles on private property.

**PERFORMANCE GOALS**

1. Continue development of a comprehensive tree management program including GIS, City Green software, education programs and information, pruning, removal, replacement, new planting, and routine maintenance.
2. Provide staff support to the Salisbury Tree Board, Downtown Salisbury, Inc., and Community Development Corporation for the implementation of goals adopted by the City Council including Arbor Day, Brown-Wiseman Boxwood property development, and the Angel Project at Robertson Gateway Park.
3. Assist the Public Services Director in the implementation of interdepartmental projects.
4. Provide concerted code enforcement and nuisance abatement services within the context of the neighborhood improvement initiative.
5. Continue staff development in the areas of equipment training and operation, pesticide and horticultural workshops, Human Resource classes, work safety and technical expertise.
6. Provide consistent maintenance for the expanding Salisbury-Rowan Utilities and North Carolina DOT contracts with focus on time management and efficiency.

**PERFORMANCE GOALS**

	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
Trees Maintained	310	450	350

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ 75,443	\$ 79,041	\$ 76,961	\$ 76,961
Operating	-	23,639	26,259	24,967	24,967
Capital	-	10,230	48,000	48,000	48,000
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 109,312</b>	<b>\$ 153,300</b>	<b>\$ 149,928</b>	<b>\$ 149,928</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Arborist/Landscape Coordinator <sup>1</sup>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>

<sup>1</sup> Position transferred from Parks & Rec (621)

**STATEMENT OF PURPOSE**

To provide a centralized resource for the management and development of city-owned parks, landscapes, indoor recreation facilities, aquatic opportunities and special events along with diversified programs that meet the current and future needs of the community.

**PERFORMANCE GOALS**

1. Develop programs and facilities in support of City Council goals and objectives set forth per fiscal year.
2. Continue to monitor and evaluate the department programs, events, parks, and cemeteries for efficient and effective service delivery.
3. Provide staff support to the Greenway Committee, Hurley Park Advisory Board, Dog Paws Committee, and Salisbury Parks and Recreation Advisory Board.
4. Continue to improve on engaging the community through meetings, programs, etc.
5. Seek grant opportunities to offset costs on capital or programmatic projects.
6. Increase revenue opportunities at Salisbury Community Park and/or begin to determine how to maximize the facility.

**PERFORMANCE MEASURES**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Projected</b>
<b>Workload</b>			
Acres of Park Space Owned	508	518	518
Acres of Park Space Maintained *	308	313	313
Yards of Greenway Maintained	7,392	7,392	7,392
Number of Athletic Fields and Athletic Surfaces Maintained **	30	30	30
<b>Effectiveness</b>			
Percent of City Devoted to Parks, Recreation and Greenway	4.2%	4.2%	4.2%

\* Half of the acreage is either wooded or remains in a natural state.

\*\* 4 Soccer & 8 Baseball / Softball

Tennis Courts - 6 hard 4 clay

Basketball Courts - (7) Full Courts and (5) 3 on 3

There are approximately 22 square miles in the city.

**BUDGET REQUEST SUMMARY**

	<b>Actual FY 15-16</b>	<b>Budgeted FY 16-17</b>	<b>Requested FY 17-18</b>	<b>Mgr Recommends FY 17-18</b>	<b>Adopted FY 17-18</b>
Personnel	\$ 2,061,558	\$ 1,066,625	\$ 1,143,762	\$ 1,096,598	\$ 1,096,598
Operating	1,086,490	720,442	744,843	582,613	582,613
Capital	238,880	47,088	1,281,625	276,000	276,000
<b>TOTAL</b>	<b>\$ 3,386,928</b>	<b>\$ 1,834,155</b>	<b>\$ 3,170,230</b>	<b>\$ 1,955,211</b>	<b>\$ 1,955,211</b>

# PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Administration (100)</b>					
Parks & Recreation Director	1	1	1	1	1
Parks & Recreation Maint Manager	1	1	1	1	1
Events Coordinator <sup>6</sup>	0	0	1	1	1
Recreation Coordinator <sup>3</sup>	3	0	0	0	0
Recreation Programmer <sup>3</sup>	2	1	0	0	0
Seasonal Worker (TFT)	1	0	0	0	0
Recreation Aide (TPT) <sup>2</sup>	1	0	0	0	0
Recreation Specialist <sup>1</sup>	0	1	1	1	1
<b>Civic Center (601)</b>					
Recreation Coordinator <sup>3</sup>	0	1	1	1	1
Recreation Aide (TPT) <sup>2</sup>	0	1	1	1	1
<b>City Park Center (602)</b>					
Recreation Programmer <sup>3</sup>	0	1	1	1	1
Recreation Aide (TPT) <sup>2</sup>	0	1	1	1	1
<b>Miller Center (603)</b>					
Recreation Specialist <sup>4</sup>	0	0	1	1	1
Recreation Programmer <sup>3 4</sup>	0	1	0	0	0
Recreation Aide (TPT) <sup>2</sup>	0	1	1	1	1
<b>Cemeteries (604)<sup>5</sup></b>					
Cemetery Coordinator	1	1	0	0	0
Maintenance Worker I/II	3	3	0	0	0
Seasonal Worker (TFT)	2	2	0	0	0
<b>Greenway / Gardens (605)<sup>5</sup></b>					
Maintenance Supervisor	1	1	0	0	0
Maintenance Worker I/II/ Sr.	2	2	0	0	0
<b>Hall Gym (606)</b>					
Recreation Coordinator <sup>3</sup>	0	1	1	1	1
Recreation Aide (TPT) <sup>2</sup>	0	1	1	1	1
<b>Lincoln Pool (607)</b>					
Recreation Aide (TPT) <sup>2</sup>	0	1	1	1	1
<b>Athletic Maintenance (608)</b>					
Maintenance Supervisor	1	1	2	2	2
Maintenance Worker I/II/Sr.	3	3	3	3	3
Seasonal Worker (TFT)	2	2	1	1	1
<b>Grounds Maintenance (609)<sup>5</sup></b>					
Parks Maintenance Supervisor	1	1	0	0	0
Maintenance Worker I/II/Sr.	2	2	0	0	0
Recreation Aide (TPT)	1	1	0	0	0
Seasonal Worker (TFT)	1	1	0	0	0

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Contract Mowing (610) <sup>5</sup></b>					
Equipment Operator	1	1	0	0	0
Maintenance Worker I	1	1	0	0	0
<b>Arborist Downtown (611) <sup>5</sup></b>					
Arborist/Landscape Coordinator	1	1	0	0	0
Maintenance Worker	2	2	0	0	0
Seasonal Worker (TFT)	1	1	0	0	0
<b>Hurley Park (612)</b>					
Park Curator	1	1	1	1	1
Assistant Park Curator <sup>4</sup>	0	0	1	1	1
Senior Maintenance Worker <sup>4</sup>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>37</b>	<b>41</b>	<b>21</b>	<b>21</b>	<b>21</b>

<sup>1</sup> Position added due to the elimination of the Risk Assistant in Human Resources (423)

<sup>2</sup> Part-time pools - changed from 1 PT Pool in 621-100 to 5 PT Pools in 621-601/602/603/606/607

<sup>3</sup> Recreation Coordinator / Programmer moved from 621-100 to 621-601/602/603/606

<sup>4</sup> Position reclassified

<sup>5</sup> Positions transferred to 561/563/590

<sup>6</sup> Position reclassified from Recreation Programmer

#### CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
<b>Civic Center (601)</b>			
New Floor Civic Center	\$ 30,000	\$ -	\$ -
HVAC Replacement	30,000	30,000	30,000
<b>City Park (602)</b>			
City Park Lake Dredging	250,000	-	-
Repair Eaves at City Park	15,000	-	-
Roof Replacement	181,500	181,500	181,500
<b>Hall Gym (606)</b>			
HVAC Replacement	34,500	34,500	34,500
<b>Fred Evans Pool (607)</b>			
Picnic Shelter at Fred M. Evans Pool	45,000	-	-
<b>Community Park (608)</b>			
Facilities Landscaping & Irrigation	60,000	-	-
Dog Park	50,000	-	-
Cannon Park Play Structure	25,000	30,000	30,000
Community Park Play Structure	25,000	-	-
Resurface Tennis Courts	50,000	-	-
Restrooms & Concessions-Sports Complex	140,625	-	-
Restroom Facility at Kelsey Scott Park	128,000	-	-
Pickle Ball Courts	50,000	-	-
Skate Park Spot	160,000	-	-
HVAC Replacement	7,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,281,625</b>	<b>\$ 276,000</b>	<b>\$ 276,000</b>

**STATEMENT OF PURPOSE**

To provide funding for the City's share of the City Transit System.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	465,322	465,322	540,322	465,322	465,322
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 465,322</b>	<b>\$ 465,322</b>	<b>\$ 540,322</b>	<b>\$ 465,322</b>	<b>\$ 465,322</b>

**STATEMENT OF PURPOSE**

To provide for funding the Supplementary Education System.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	38,107	38,107	40,000	40,000	40,000
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 38,107</b>	<b>\$ 38,107</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>

**STATEMENT OF PURPOSE**

To provide for the payment of interest and principal payments on outstanding General Fund debt.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,290,055	2,008,291	1,008,805	668,665	668,665
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,290,055</b>	<b>\$ 2,008,291</b>	<b>\$ 1,008,805</b>	<b>\$ 668,665</b>	<b>\$ 668,665</b>



**CITY OF SALISBURY**

**GENERAL FUND CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018  
With Estimated Actual for Year Ending June 30, 2017 and  
Actual for Year Ended June 30, 2016

	<b><u>2016</u></b> <b><u>Actual</u></b>	<b><u>2017</u></b> <b><u>Estimate</u></b>	<b><u>2018</u></b> <b><u>Budget</u></b>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 8,091	\$ 16,843	\$ 8,000
Other	<u>66,566</u>	<u>88,570</u>	<u>51,702</u>
Total revenues	<u>\$ 74,657</u>	<u>\$ 105,413</u>	<u>\$ 59,702</u>
OTHER FINANCING SOURCES:			
Proceeds from capital leases	\$ -	\$ -	\$ 2,170,305
Operating transfer from General Fund	1,561,638	\$ 1,661,396	1,782,010
Fund balance appropriated	<u>-</u>	<u>-</u>	<u>46,179</u>
Total other financing sources	<u>\$ 1,561,638</u>	<u>\$ 1,661,396</u>	<u>\$ 3,998,494</u>
Total revenues and other financing sources	<u>\$ 1,636,295</u>	<u>\$ 1,766,809</u>	<u>\$ 4,058,196</u>

**FUND - General Fund Capital Reserve****STATEMENT OF PURPOSE**

The General Fund Capital Reserve funds replacement cost of General Fund vehicles and computers and accrues reserves for future purchases.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17 -18	Mgr Recommends FY 17 -18	Adopted FY 17 -18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	129,432	250,232	248,537	438,680	438,680
Capital	<u>2,554,178</u>	<u>3,598,378</u>	<u>6,345,502</u>	<u>3,619,516</u>	<u>3,619,516</u>
<b>TOTAL</b>	<b>\$ 2,683,610</b>	<b>\$ 3,848,610</b>	<b>\$ 6,594,039</b>	<b>\$ 4,058,196</b>	<b>\$ 4,058,196</b>

**CAPITAL OUTLAY**

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
<b>City Council</b>			
Computer Equipment Replacement	\$ <u>3,701</u>	\$ <u>3,701</u>	\$ <u>3,701</u>
	<b>\$ 3,701</b>	<b>\$ 3,701</b>	<b>\$ 3,701</b>
<b>Management &amp; Administration</b>			
Computer Equipment Replacement	\$ <u>4,600</u>	\$ <u>4,600</u>	\$ <u>4,600</u>
<b>Total Capital Outlay</b>	<b>\$ 4,600</b>	<b>\$ 4,600</b>	<b>\$ 4,600</b>
<b>Communications</b>			
Computer Equipment Replacement	\$ <u>12,000</u>	\$ <u>12,000</u>	\$ <u>12,000</u>
<b>Total Capital Outlay</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>
<b>Human Resources</b>			
Computer Equipment Replacement	\$ <u>7,000</u>	\$ <u>7,000</u>	\$ <u>7,000</u>
<b>Total Capital Outlay</b>	<b>\$ 7,000</b>	<b>\$ 7,000</b>	<b>\$ 7,000</b>
<b>Information Technologies</b>			
Computer Equipment Replacement	\$ 38,087	\$ 38,087	\$ 38,087
Expand City WiFi	50,000	15,000	15,000
Replace Desktop Monitors	20,000	-	-
ADD Public Wifi System	90,000	15,000	15,000
Expand SAN Storage	50,000	-	-
Upgrade Server for Security Access	11,000	-	-
Replace IT10002 w/ like SUV	<u>28,225</u>	<u>-</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 287,312</b>	<b>\$ 68,087</b>	<b>\$ 68,087</b>

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
<b>Financial Services - Administration</b>			
Computer Equipment Replacement	\$ <u>7,371</u>	\$ <u>7,371</u>	\$ <u>7,371</u>
<b>Total Capital Outlay</b>	<b>\$ 7,371</b>	<b>\$ 7,371</b>	<b>\$ 7,371</b>
<b>Financial Services - Business Office</b>			
Computer Equipment Replacement	\$ <u>7,425</u>	\$ <u>7,425</u>	\$ <u>7,425</u>
<b>Total Capital Outlay</b>	<b>\$ 7,425</b>	<b>\$ 7,425</b>	<b>\$ 7,425</b>
<b>Traffic Operations</b>			
Computer Equipment Replacement	\$ <u>2,900</u>	\$ <u>2,900</u>	\$ <u>2,900</u>
<b>Total Capital Outlay</b>	<b>\$ 2,900</b>	<b>\$ 2,900</b>	<b>\$ 2,900</b>
<b>Community Planning Services - Planning</b>			
Computer Equipment Replacement	\$ <u>3,000</u>	\$ <u>3,000</u>	\$ <u>3,000</u>
<b>Total Capital Outlay</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>
<b>Community Planning Services - Code Services</b>			
Computer Equipment Replacement	\$ <u>1,200</u>	\$ <u>1,200</u>	\$ <u>1,200</u>
<b>Total Capital Outlay</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>
<b>Community Planning Services - Development Services</b>			
Computer Equipment Replacement	\$ <u>1,200</u>	\$ <u>1,200</u>	\$ <u>1,200</u>
<b>Total Capital Outlay</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>	<b>\$ 1,200</b>
<b>Police - Operations</b>			
Computer Equipment Replacement	\$ 67,475	\$ 67,475	\$ 67,475
Replace PD00405 w/ like 4 Door Sedan	38,616	37,000	37,000
Replace PD00406 w/ like 4 Door Sedan	38,616	37,000	37,000
Replace PD00802 w/ like 4 Door Sedan	38,616	37,000	37,000
Replace PD00805 w/ like 4 Door Sedan	38,616	37,000	37,000
Replace PD00807 w/ like 4 Door Sedan	38,616	37,000	37,000
Replace PD00812 w/ like 4 Door Sedan	38,616	37,000	37,000
Replace PD00814 w/ like 4 Door Sedan	38,616	37,000	37,000
Replace PD01108 w/ like 4 Door Sedan	38,616	37,000	37,000
Replace PD01412 w/ like 4 Door Sedan	38,656	37,000	37,000
Replace PD10504 w/ like SUV	38,656	37,000	37,000
Replace PD00601 w/ like 4 Door Sedan	38,616	-	-
Replace PD01001 w/ like 4 Door Sedan	38,616	-	-
<b>Total Capital Outlay</b>	<b>\$ 530,947</b>	<b>\$ 437,475</b>	<b>\$ 437,475</b>

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
<b>Fire</b>			
Computer Equipment Replacement	\$ 21,575	\$ 21,575	\$ 21,575
Replace FD58804 w/ like Pumper	865,920	865,920	865,920
Replace FD50001 w/ like Platform Ladder	1,302,885	1,302,885	1,302,885
Replace FD59801 w/ like 75' Quint	817,006	-	-
Replace FD50201 w/ like 75' Quint	817,006	-	-
Add Ford Focus Hatch Back	17,025	-	-
Add Ford Focus Hatch Back	17,025	-	-
<b>Total Capital Outlay</b>	<b>\$ 3,858,442</b>	<b>\$ 2,190,380</b>	<b>\$ 2,190,380</b>
<b>Telecommunications</b>			
APX7000 Digital Dual Band Radio	\$ 7,443	\$ 7,443	\$ 7,443
<b>Total Capital Outlay</b>	<b>\$ 7,443</b>	<b>\$ 7,443</b>	<b>\$ 7,443</b>
<b>Engineering</b>			
Computer Equipment Replacement	\$ 7,000	\$ 7,000	\$ 7,000
Replace ED10503 w/ F-150 Pickup	33,455	-	-
<b>Total Capital Outlay</b>	<b>\$ 40,455</b>	<b>\$ 7,000</b>	<b>\$ 7,000</b>
<b>Public Services - Street</b>			
Computer Equipment Replacement	\$ 3,600	\$ 3,600	\$ 3,600
Replace ST29902 w/ like Asphalt Patching Truck	212,006	-	-
Replace ST19723 w/ Super Duty Crew Utility Bed	73,616	73,616	73,616
Replace ST29507 and ST39706 w/ Swap Loader	246,606	246,606	246,606
Replace GM49101 w/ Mini Excavator	47,200	47,200	47,200
Replace GM60903 w/ like Front Deck Mower	28,800	-	-
Replace GM61102 w/ like Front Deck Mower	28,800	-	-
Replace GM60802 w/ like Zero Turn Mower	12,845	-	-
Replace GM68701 w/ Ventrac	45,500	-	-
Replace GM29301 w/ Swap Loader	234,506	234,506	234,506
Replace GM49905 w/ Articulating Loader 4x4	97,800	-	-
ADD Sweeper	170,600	-	-
ADD Asphalt Recycler	80,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,281,879</b>	<b>\$ 605,528</b>	<b>\$ 605,528</b>
<b>Public Services - Solid Waste Mgmt</b>			
Replace WM19703 w/ like 3/4 Ton w/ Liftgate	\$ 35,421	\$ -	\$ -
Replace WM20702 w/ 31 yd. Automated	247,406	247,406	247,406
<b>Total Capital Outlay</b>	<b>\$ 282,827</b>	<b>\$ 247,406</b>	<b>\$ 247,406</b>

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
<b>Public Services - Fleet</b>			
Computer Equipment Replacement	\$ <u>3,400</u>	\$ <u>3,400</u>	\$ <u>3,400</u>
<b>Total Capital Outlay</b>	<b>\$ <u>3,400</u></b>	<b>\$ <u>3,400</u></b>	<b>\$ <u>3,400</u></b>
<b>Parks &amp; Recreation</b>			
Computer Equipment Replacement	\$ <u>2,400</u>	\$ <u>2,400</u>	\$ <u>2,400</u>
<b>Total Capital Outlay</b>	<b>\$ <u>2,400</u></b>	<b>\$ <u>2,400</u></b>	<b>\$ <u>2,400</u></b>
<b>Debt Service</b>			
Principal and Interest	\$ <u>125,707</u>	\$ <u>315,850</u>	\$ <u>315,850</u>
<b>Total Operating</b>	<b>\$ <u>125,707</u></b>	<b>\$ <u>315,850</u></b>	<b>\$ <u>315,850</u></b>



**CITY OF SALISBURY, NORTH CAROLINA**

**WATER AND SEWER FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018  
With Estimated Actual for the Year Ending June 30, 2017 and  
Actual for the Year Ended June 30, 2016

	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
OPERATING REVENUES:			
Charges for services	\$ 22,401,447	\$ 23,945,307	\$ 21,957,997
Water and sewer taps	305,985	357,406	350,000
Total operating revenues	<u>\$ 22,707,432</u>	<u>\$ 24,302,713</u>	<u>\$ 22,307,997</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 25,215	\$ 64,123	\$ 38,000
Fund balance Appropriated	-	-	1,000,000
Miscellaneous revenues	917,587	1,050,623	923,000
Total nonoperating revenues	<u>\$ 942,802</u>	<u>\$ 1,114,746</u>	<u>\$ 1,961,000</u>
Total revenues	<u>\$ 23,650,234</u>	<u>\$ 25,417,459</u>	<u>\$ 24,268,997</u>



**CITY OF SALISBURY**  
**FY 2017-2018 BUDGET SUMMARY**  
**WATER AND SEWER FUND**

	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 15-16</b>		<b>FY 16-17</b>		<b>FY 17-18</b>	<b>FY 17-18</b>	<b>FY 17-18</b>
<b>REVENUE</b>	\$ 23,650,235	\$	23,389,034	\$	23,268,997	\$ 24,268,997	\$ 24,268,997
	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
<b>EXPENSES</b>	<b>FY 15-16</b>		<b>FY 16-17</b>		<b>FY 17-18</b>	<b>FY 17-18</b>	<b>FY 17-18</b>
<b>UTILITIES MGT &amp; ADMINISTRATION</b>							
Personnel	\$ 774,009	\$	920,764	\$	957,456	\$ 934,673	\$ 934,673
Operations	9,251,288		4,612,118		4,770,260	4,796,098	4,796,098
Capital	(1,125)		150,845		-	-	-
<b>TOTAL</b>	<b>\$ 10,024,172</b>	<b>\$</b>	<b>5,683,727</b>	<b>\$</b>	<b>5,727,716</b>	<b>\$ 5,730,771</b>	<b>\$ 5,730,771</b>
<b>PLANT OPERATIONS - WATER TREATMENT</b>							
Personnel	\$ 631,057	\$	627,266	\$	713,396	\$ 690,227	\$ 690,227
Operations	1,603,087		1,724,211		2,305,327	1,784,227	1,784,227
Capital	-		74,000		-	-	-
<b>TOTAL</b>	<b>\$ 2,234,144</b>	<b>\$</b>	<b>2,425,477</b>	<b>\$</b>	<b>3,018,723</b>	<b>\$ 2,474,454</b>	<b>\$ 2,474,454</b>
<b>SYSTEMS MAINTENANCE</b>							
Personnel	\$ 1,359,174	\$	1,572,820	\$	1,700,751	\$ 1,640,392	\$ 1,640,392
Operations	2,125,325		2,483,398		4,120,858	3,627,658	3,627,658
Capital	147,969		227,000		500,000	500,000	500,000
<b>TOTAL</b>	<b>\$ 3,632,468</b>	<b>\$</b>	<b>4,283,218</b>	<b>\$</b>	<b>6,321,609</b>	<b>\$ 5,768,050</b>	<b>\$ 5,768,050</b>
<b>ENVIRONMENTAL SERVICES</b>							
Personnel	\$ 481,236	\$	542,306	\$	565,907	\$ 544,231	\$ 544,231
Operations	60,786		91,956		88,275	88,275	88,275
Capital	-		-		-	-	-
<b>TOTAL</b>	<b>\$ 542,022</b>	<b>\$</b>	<b>634,262</b>	<b>\$</b>	<b>654,182</b>	<b>\$ 632,506</b>	<b>\$ 632,506</b>
<b>PLANT OPERATIONS - WASTEWATER TREATMENT</b>							
Personnel	\$ 1,498,014	\$	1,689,171	\$	1,805,950	\$ 1,748,469	\$ 1,748,469
Operations	2,662,096		3,031,497		3,749,878	2,962,028	2,962,028
Capital	-		-		26,000	-	-
<b>TOTAL</b>	<b>\$ 4,160,110</b>	<b>\$</b>	<b>4,720,668</b>	<b>\$</b>	<b>5,581,828</b>	<b>\$ 4,710,497</b>	<b>\$ 4,710,497</b>
<b>METER SERVICES</b>							
Personnel	\$ 564,708	\$	621,398	\$	613,320	\$ 590,410	\$ 590,410
Operations	98,480		124,944		229,345	229,345	229,345
Capital	-		-		-	-	-
<b>TOTAL</b>	<b>\$ 663,188</b>	<b>\$</b>	<b>746,342</b>	<b>\$</b>	<b>842,665</b>	<b>\$ 819,755</b>	<b>\$ 819,755</b>



	Actual FY 15-16		Budgeted FY 16-17		Requested FY 17-18		Mgr Recommends FY 17-18		Adopted FY 17-18	
DEBT SERVICE										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		1,418,389		4,895,340		4,315,378		4,132,964		4,132,964
Capital		-		-		-		-		-
TOTAL	\$	1,418,389	\$	4,895,340	\$	4,315,378	\$	4,132,964	\$	4,132,964
CAPITAL PROJECTS										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		-		-		-		-		-
Capital		-		-		-		-		-
TOTAL	\$	-	\$	-	\$	-	\$	-	\$	-
GRAND TOTAL										
Personnel	\$	5,308,198	\$	5,973,725	\$	6,356,780	\$	6,148,402	\$	6,148,402
Operations		17,219,451		16,963,464		19,579,321		17,620,595		17,620,595
Capital		146,844		451,845		526,000		500,000		500,000
TOTALS	\$	22,674,493	\$	23,389,034	\$	26,462,101	\$	24,268,997	\$	24,268,997

**STATEMENT OF PURPOSE**

To serve as the central management and administration source and engineering support for activities, operations, and projects related to Salisbury-Rowan Utilities (SRU).

**DIVISIONAL PERFORMANCE GOALS**

1. Continue efforts toward rate stabilization and overall fiscal stability.
2. Implement procedures to enable an annual water audit.
3. Provide timely stakeholder communications and public education.
4. Protect and defend Salisbury and Rowan County's water rights and supply.
5. Continue to participate in High Rock Lake Total Maximum Daily Load (TMDL) process.
6. Assist in cooperative effort with the County to extend water and sewer to growth corridors.
7. Pursue appropriate expansion of SRU system.
8. Complete an update of the Vulnerability Assessment.
9. Continue the phased rollout of automated metering infrastructure (AMI).
10. Manage and fund a sustainable capital improvement program (CIP).

**PERFORMANCE MEASURES**

	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Administrative Workload</b>			
FTEs	89	87	87
Total Estimated Population Receiving Water Service (countywide)	53,500	50,650	51,000
Total Estimated Population Receiving Sewer Service (countywide)	52,400	52,500	52,600
Land Area Spanned for Water Service (square miles)	47	47	48
Land Area Spanned for Sewer Service (square miles)	45	45	46
Number of Water Connections	19,474	19,600	19,750
Number of Sewer Connections	17,789	17,850	17,900
Residential Water Rate (per 1 CCF) *	\$3.63	\$3.69	\$3.80
Residential Sewer Rate (per 1 CCF)	\$4.83	\$4.99	\$5.13
<b>Administrative Efficiency</b>			
Employee Turnover Rate	11.2%	4.6%	8.0%
Operating Costs Per 1,000 Population Served (water)	\$164	\$180	\$181
FTEs Per Square Mile Served	1.89	1.84	1.81
Average Residential Utility Bill as % of Median Household Income	2.18%	2.23%	2.25%
<b>Administrative Effectiveness</b>			
Average Years of Experience	11.6	11.7	12.0
Service Density (Population Served per Square Mile) - Water	1,138	1,071	1,063
Service Density (Population Served per Square Mile) - Sewer	1,164	1,156	1,143
Average Residential Rate Increase (% over prior year)	0.0%	2.5%	2.6%

\* 1 CCF = 100 cubic feet of water

**BUDGET REQUEST SUMMARY**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 15-16</b>	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 17-18</b>	<b>FY 17-18</b>
Personnel	\$ 774,009	\$ 920,764	\$ 957,456	\$ 934,673	\$ 934,673
Operating	9,251,288	4,612,118	4,770,260	4,796,098	4,796,098
Capital	(1,125)	150,845	-	-	-
<b>TOTAL</b>	<b>\$ 10,024,172</b>	<b>\$ 5,683,727</b>	<b>\$ 5,727,716</b>	<b>\$ 5,730,771</b>	<b>\$ 5,730,771</b>

## PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Adopted FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Administration (100)</b>					
Utilities Director	1	1	1	1	1
Administrative Services Manager	1	1	1	1	1
Environmental Education Specialist	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Maintenance Technician	1	1	1	1	1
Utilities Engineering Manager	0	1	1	1	1
Engineering Technician I/II/III	0	1	1	1	1
Utilities Construction Inspector	0	1	1	1	1
Senior Engineer	0	1	1	1	1
GIS Analyst	0	1	1	1	1
<b>Utilities Engineering (800)</b>					
Utilities Engineering Manager	1	0	0	0	0
Engineering Technician I/II/III	1	0	0	0	0
Utilities Construction Inspector	1	0	0	0	0
<b>Utilities GIS (801)</b>					
Senior Engineer	1	0	0	0	0
GIS Analyst	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	10	10	10	10	10

Department Reorganization and Consolidation FY17



**STATEMENT OF PURPOSE**

To provide the customers of Salisbury-Rowan Utilities with a sufficient supply of high quality potable water that meets all regulation standards for purity, taste, appearance, and flow adequacy at a reasonable cost to the consumer.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to exceed State and Federal drinking water standards.
2. Implement procedures to enable an annual water audit.
3. Provide opportunities for staff training and development.

**PERFORMANCE MEASURES**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Projected</b>
<b>Water Treatment Workload</b>			
Number of Water Treatment FTEs (includes lab)	8	9	9
Millions of Gallons Potable Water Produced	3,410	3,560	3,700
Number of Water Quality Complaints	61	61	65
Number of Water Analyses Performed	95,150	100,000	100,000
<b>Water Treatment Efficiency</b>			
Cost Per Million Gallons of Potable Water Produced	\$575	\$655	\$650
<b>Water Treatment Effectiveness</b>			
Average Water Plant Operational Capacity	37.4%	39.0%	40.6%
Average Daily Potable Water Turbidity (NTU)	0.06	0.06	0.06

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 631,057	\$ 627,266	\$ 713,396	\$ 690,227	\$ 690,227
Operating	1,603,087	1,724,211	2,305,327	1,784,227	1,784,227
Capital	-	74,000	-	-	-
<b>TOTAL</b>	<b>\$ 2,234,144</b>	<b>\$ 2,425,477</b>	<b>\$ 3,018,723</b>	<b>\$ 2,474,454</b>	<b>\$ 2,474,454</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Water Treatment Plant (811)</b>					
Plant Operations Manager	1	1	1	1	1
Senior Water Treatment Plant Operator	2	2	2	2	2
Water Treatment Plant Operators	4	4	4	4	4
Maintenance Technician <sup>1</sup>	0	0	1	1	1
Chemist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>9</b>

<sup>1</sup> New position reclassified from Meter Reader (819)

**STATEMENT OF PURPOSE**

To provide Salisbury-Rowan Utilities with an effective, efficient system for the distribution of potable water and the collection of waste through an equally effective, efficient sewer system.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to increase inflow and infiltration reduction efforts by repairing and/or replacing identified wastewater lines.
2. Continue to implement preventative maintenance program and recommend rehab projects to be included in the CIP.
3. Implement a comprehensive work-order system to include inventory, maintenance record keeping and system improvements with full integration with the current GIS framework.
4. Provide opportunities for staff training and development.
5. Update and/or replace fire hydrants, valves, and meter installations that are unserviceable.
6. Provide a quick turnaround on installation of new water and sewer taps.

**PERFORMANCE MEASURES**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Projected</b>
<b>Distribution &amp; Collection Workload</b>			
Inch Miles of Distribution Line Maintained	3,905	3,915	3,930
Inch Miles of Collection Line Maintained	4,265	4,277	4,285
Number of Pump Stations Maintained	8	8	8
Number of Lift Stations Maintained	35	34	34
Total Water, Sewer & Irrigation Taps Installed by SRU	134	75	100
Distribution Line Failures	89	80	90
Collection Line Failures	10	8	10
Reported Complaints	501	516	500
<b>Distribution &amp; Collection Efficiency</b>			
Cost Per Inch Mile of Distribution Line Maintained	\$363	\$426	\$400
Cost Per Inch Mile of Collection Line Maintained	\$265	\$284	\$285
<b>Distribution &amp; Collection Effectiveness</b>			
Failures Per Inch Mile of Distribution Line Maintained	0.023	0.020	0.023
Incidents Per Inch Mile of Collection Line Maintained	0.002	0.002	0.002

**BUDGET REQUEST SUMMARY**

	<b>Actual FY 15-16</b>	<b>Budgeted FY 16-17</b>	<b>Requested FY 17-18</b>	<b>Mgr Recommends FY 17-18</b>	<b>Adopted FY 17-18</b>
Personnel	\$ 1,359,174	\$ 1,572,820	\$ 1,700,751	\$ 1,640,392	\$ 1,640,392
Operating	2,125,325	2,483,398	4,120,858	3,627,658	3,627,658
Capital	147,969	227,000	500,000	500,000	500,000
<b>TOTAL</b>	<b>\$ 3,632,468</b>	<b>\$ 4,283,218</b>	<b>\$ 6,321,609</b>	<b>\$ 5,768,050</b>	<b>\$ 5,768,050</b>

# PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Administration (100)</b>					
Utilities Systems Manager	1	1	1	1	1
Assistant Systems Manager <sup>1</sup>	2	1	1	1	1
Senior Office Assistant	1	1	1	1	1
<b>Distribution Maint. &amp; Const. (850)</b>					
Assistant Systems Manager	0	1	1	1	1
Maintenance Supervisor	0	2	2	2	2
Construction Foreman	1	0	0	0	0
Maintenance Worker	2	5	5	5	5
Utilities Locator	2	1	1	1	1
<b>New Water/Sewer Connections (851)</b>					
Maintenance Supervisor	1	0	0	0	0
Maintenance Worker	2	0	0	0	0
<b>Water/Sewer Svc Replacement (853)</b>					
Assistant Systems Manager	1	0	0	0	0
Maintenance Supervisor	1	0	0	0	0
Maintenance Worker	4	0	0	0	0
<b>Preventive Maintenance (854)</b>					
Maintenance Supervisor <sup>2</sup>	1	3	2	1	1
Preventive Maintenance Manager	0	0	1	1	1
Maintenance Worker <sup>2</sup>	3	6	6	7	7
<b>Collection Maint. &amp; Construction (856)</b>					
Maintenance Supervisor	1	0	0	0	0
Maintenance Worker	2	0	0	0	0
<b>Hydrant &amp; Valve Maintenance (859)</b>					
Construction Foreman	0	1	1	1	1
Maintenance Supervisor	1	0	0	0	0
Maintenance Worker	<u>2</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	28	26	26	26	26

Department Reorganization and Consolidation FY17

<sup>1</sup> Position eliminated

<sup>2</sup> One position reclassified from Maintenance Supervisor

## CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
<b>W/S Maint/Construction-Utility (859)</b>			
Sewer Line Extension Client Communities	\$ 100,000	\$ 100,000	\$ 100,000
Sewer Line Extension Salisbury/Rowan	150,000	150,000	150,000
Waterline Extension Client Communities	100,000	100,000	100,000
Waterline Extension Salisbury/Rowan	150,000	150,000	150,000
<b>Total Capital Outlay</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>



**STATEMENT OF PURPOSE**

To operate the Salisbury-Rowan Utilities wastewater laboratory, effectively coordinate the City's industrial pretreatment and Fats, Oils, and Grease (FOG) programs, manage the general stormwater permits for the wastewater treatment plants, and provide technical support to the utility ensuring regulatory compliance.

**DIVISIONAL PERFORMANCE GOALS**

1. Provide opportunities for staff training and development.
2. Continue implementation and educational efforts with the Fats, Oils and Grease (FOG) program.
3. Increase public education efforts through brochures, newsletter, tours and presentations.

**PERFORMANCE MEASURES**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Projected</b>
<b>Environmental Services Workload</b>			
Lab-Number of tests that wastewater lab is certified to perform	28	29	29
Lab-Number of Wastewater Analyses Performed-Estimate	9,000	8,800	8,800
Pretreatment - Number of Permitted Industries (SIUs and Locals)	11	10	10
PT- Number of Inspections completed	11	10	10
PT- Surcharge	\$189,447	\$190,000	\$190,000
PT-Number of NOV's issued	7	10	10
PT- Amount of Penalties issued	\$0	\$500	\$500
FOG - Number of regulated Food Service Establishments (FSEs)	305	300	300
FOG- Number of Inspections completed	428	450	450
FOG- Number of NOV's issued	2	5	5
FOG- Amount of penalties issued	\$0	\$250	\$250

**BUDGET REQUEST SUMMARY**

	<b>Actual FY 15-16</b>	<b>Budgeted FY 16-17</b>	<b>Requested FY 17-18</b>	<b>Mgr Recommends FY 17-18</b>	<b>Adopted FY 17-18</b>
Personnel	\$ 481,236	\$ 542,306	\$ 565,907	\$ 544,231	\$ 544,231
Operating	60,786	91,956	88,275	88,275	88,275
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 542,022</b>	<b>\$ 634,262</b>	<b>\$ 654,182</b>	<b>\$ 632,506</b>	<b>\$ 632,506</b>

**PERSONNEL DETAIL**

<b>Position Title</b>	<b>Authorized FY 15-16</b>	<b>Authorized FY 16-17</b>	<b>Requested FY 17-18</b>	<b>Mgr. Recommends FY 17-18</b>	<b>Adopted FY 17-18</b>
Environmental Services Manager	1	1	1	1	1
Laboratory Supervisor	1	1	1	1	1
Laboratory Analyst	1	1	1	1	1
Chemist	1	1	1	1	1
Fog Program Coordinator	1	1	1	1	1
Regulatory Compliance Technician	1	1	1	1	1
Pretreatment Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>



**STATEMENT OF PURPOSE**

To provide Salisbury-Rowan Utilities with a system capable of treating domestic and industrial waste generated by its customers using methods that satisfy all regulatory standards and requirements.

**DIVISIONAL PERFORMANCE GOALS**

1. Provide opportunities for staff training and development.
2. Plan and prepare for next phase of wastewater treatment plant improvements.
3. Continue to implement lift station improvement plan and elimination where feasible.

**PERFORMANCE MEASURES**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Projected</b>
<b>Wastewater Treatment Workload</b>			
Number of Wastewater Treatment FTEs (inc. lab & maintenance)	32	32	32
Millions of Gallons Wastewater Treated	3,172	2,950	3,000
Tons of Dry Bio-Solids Land-Applied	1,222	1,500	1,500
<b>Wastewater Treatment Efficiency</b>			
Cost Per Million Gallons of Wastewater Treated	\$1,113	\$1,264	\$1,260
Cost Per Ton of Dry Bio-Solids Produced and Land-Applied	\$516	\$501	\$500
<b>Wastewater Treatment Effectiveness</b>			
Average Wastewater Plant Operational Capacity	70%	65%	66%
Average Daily Wastewater Effluent Turbidity (Total Suspended Solids)	12.8	14.5	15.0
Gallons of Wastewater Returned Per Potable Gallons Produced	0.93	0.83	0.81

**BUDGET REQUEST SUMMARY**

	<b>Actual FY 15-16</b>	<b>Budgeted FY 16-17</b>	<b>Requested FY 17-18</b>	<b>Mgr Recommends FY 17-18</b>	<b>Adopted FY 17-18</b>
Personnel	\$ 1,498,014	\$ 1,689,171	\$ 1,805,950	\$ 1,748,469	\$ 1,748,469
Operating	2,662,096	3,031,497	3,749,878	2,962,028	2,962,028
Capital	-	-	26,000	-	-
<b>TOTAL</b>	<b>\$ 4,160,110</b>	<b>\$ 4,720,668</b>	<b>\$ 5,581,828</b>	<b>\$ 4,710,497</b>	<b>\$ 4,710,497</b>

## PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Administration (100)</b>					
Plant Operations Manager	1	1	1	1	1
<b>Town Creek WWTP (901)</b>					
Maintenance Technician	2	2	2	2	2
Senior Wastewater Plant Operator	1	1	2	2	2
Wastewater Plant Operator	5	5	5	5	5
<b>Grant Creek WWTP (902)</b>					
Maintenance Technician	2	2	2	2	2
Plant Maint Supervisor Sr	1	1	1	1	1
Senior Wastewater Plant Operator	1	1	0	0	0
Wastewater Plant Operator	4	4	4	4	4
<b>Residuals Management (903)</b>					
Sr. Residuals Operator	1	1	1	1	1
Residuals Operator	2	2	2	2	2
<b>SCADA (905)</b>					
SCADA Technician	1	1	1	1	1
<b>Lift Station (906)</b>					
Maintenance Technician	3	3	3	3	3
Utilities Systems Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>
Department consolidation with Plants Maintenance (821)					

## CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
<b>SCADA (905)</b>			
Video Display Wall	\$ 26,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 26,000</b>	<b>\$ -</b>	<b>\$ -</b>



**STATEMENT OF PURPOSE**

To efficiently and effectively maintain, test, and read utility meters with a high degree of customer service.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to maintain and improve the comprehensive backflow prevention program.
2. Assist customers with high bill complaints by identifying the causes and finding resolutions.
3. Implement procedures to enable an annual water audit.
4. Continue the phased rollout of automated metering infrastructure (AMI).
5. Work closely and cooperatively with Finance and Customer Service staff in order to provide outstanding customer service.
6. Implement and utilize Cogsdale work order system and related programs and continue to implement the work order system for laptops in all our vehicles.
7. Provide opportunities for staff training and development.

**PERFORMANCE MEASURES**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Projected</b>
<b>Workload</b>			
Meter Readings Per Fiscal Year	256,800	257,500	256,600
<b>Efficiency</b>			
Cost Per 100 Meter Readings	\$214	\$290	\$275
<b>Effectiveness</b>			
Percent of Meters Misread	0.050%	0.050%	0.025%

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ 564,708	\$ 621,398	\$ 613,320	\$ 590,410	\$ 590,410
Operating	98,480	124,944	229,345	229,345	229,345
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 663,188</b>	<b>\$ 746,342</b>	<b>\$ 842,665</b>	<b>\$ 819,755</b>	<b>\$ 819,755</b>

## PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Meter Maintenance (852)</b>					
Senior Meter Mechanic	1	0	0	0	0
Meter Services Technician	2	0	0	0	0
<b>Meter Reading (855)</b>					
Sr. Meter Mechanic	0	1	1	1	1
Office Assistant	0	1	1	1	1
Backflow Coordinator	0	1	1	1	1
Meter Services Supervisor	1	1	1	1	1
Senior Meter Reader	1	1	1	1	1
Meter Reader/Technician <sup>1</sup>	<u>7</u>	<u>6</u>	<u>5</u>	<u>5</u>	<u>5</u>
<b>TOTAL</b>	<b>12</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>10</b>

Department consolidation

<sup>1</sup> Positions eliminated due to AMI/AMR Project



**STATEMENT OF PURPOSE**

To provide for principal and interest payments on outstanding Water and Sewer Fund debt.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,418,389	4,895,340	4,315,378	4,132,964	4,132,964
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,418,389</b>	<b>\$ 4,895,340</b>	<b>\$ 4,315,378</b>	<b>\$ 4,132,964</b>	<b>\$ 4,132,964</b>





**CITY OF SALISBURY, NORTH CAROLINA**  
**WATER AND SEWER CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018  
With Estimated Actual for the Year Ending June 30, 2017 and  
Actual for the Year Ended June 30, 2016

	<b><u>2016</u></b> <b><u>Actual</u></b>	<b><u>2017</u></b> <b><u>Estimate</u></b>	<b><u>2018</u></b> <b><u>Budget</u></b>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 3,420	\$ 9,939	\$ 6,000
Other	<u>4,366</u>	<u>-</u>	<u>-</u>
Total miscellaneous	<u>\$ 7,786</u>	<u>\$ 9,939</u>	<u>\$ 6,000</u>
OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	<u>\$ 390,911</u>	<u>\$ 504,100</u>	<u>\$ 479,807</u>
Total other financing sources	<u>\$ 390,911</u>	<u>\$ 504,100</u>	<u>\$ 479,807</u>
Total revenues and other financing sources	<u><u>\$ 398,697</u></u>	<u><u>\$ 514,039</u></u>	<u><u>\$ 485,807</u></u>

**FUND - Water and Sewer Capital Reserve****STATEMENT OF PURPOSE**

The Water and Sewer Capital Reserve funds replacement cost of Water and Sewer Utility vehicles and computers and accrues reserves for future purchases.

**BUDGET REQUEST SUMMARY**

	Actual FY15-16	Budgeted FY16-17	Requested FY17-18	Mgr Recommends FY17-18	Adopted FY17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	196,508	-	219,529	219,529
Capital	278,971	309,592	396,278	266,278	266,278
<b>TOTAL</b>	<b>\$ 278,971</b>	<b>\$ 506,100</b>	<b>\$ 396,278</b>	<b>\$ 485,807</b>	<b>\$ 485,807</b>

**CAPITAL OUTLAY**

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
<b>Administration</b>			
Computer Equipment Replacement	\$ 17,900	\$ 17,900	\$ 17,900
Replace PO19402 w/ like F-150	29,314	29,314	29,314
<b>Total Capital Outlay</b>	<b>\$ 47,214</b>	<b>\$ 47,214</b>	<b>\$ 47,214</b>
<b>Plant Operations - Water Treatment</b>			
Computer Equipment Replacement	\$ 2,400	\$ 2,400	\$ 2,400
<b>Total Capital Outlay</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>	<b>\$ 2,400</b>
<b>Systems Maintenance</b>			
Computer Equipment Replacement	\$ 11,100	\$ 11,100	\$ 11,100
ADD CCTV Portable Reel	40,000	-	-
ADD CCTV Lateral Launch Tractor	120,000	120,000	120,000
<b>Total Capital Outlay</b>	<b>\$ 171,100</b>	<b>\$ 131,100</b>	<b>\$ 131,100</b>
<b>Environmental Services</b>			
Computer Equipment Replacement	\$ 6,950	\$ 6,950	\$ 6,950
<b>Total Capital Outlay</b>	<b>\$ 6,950</b>	<b>\$ 6,950</b>	<b>\$ 6,950</b>
<b>Plant Operations - Wastewater Treatment</b>			
Computer Equipment Replacement	\$ 3,600	\$ 3,600	\$ 3,600
Replace PO10405 w/ like F-150	29,314	29,314	29,314
ADD 100KW Generator - Sides Acre	30,000	-	-
ADD 100KW Generator - Crowell	30,000	-	-
ADD 100KW Generator - Granite Commons	30,000	-	-
ADD 100KW Generator - Nazareth	30,000	30,000	30,000
<b>Total Capital Outlay</b>	<b>\$ 152,914</b>	<b>\$ 62,914</b>	<b>\$ 62,914</b>
<b>Meter Services</b>			
Computer Equipment Replacement	\$ 15,700	\$ 15,700	\$ 15,700
<b>Total Capital Outlay</b>	<b>\$ 15,700</b>	<b>\$ 15,700</b>	<b>\$ 15,700</b>



**CITY OF SALISBURY, NORTH CAROLINA**

**TRANSIT FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018  
With Estimated Actual for the Year Ending June 30, 2017 and  
Actual for the Year Ended June 30, 2016

	<b>2016 Actual</b>	<b>2017 Estimate</b>	<b>2018 Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 78,012	\$ 140,401	\$ 148,000
Total operating revenues	<u>\$ 78,012</u>	<u>\$ 140,401</u>	<u>\$ 148,000</u>
<b>NONOPERATING REVENUES:</b>			
Intergovernmental	\$ 738,351	\$ 682,409	\$ 569,753
Interest earned on investments	1,042	3,199	2,500
Miscellaneous revenues	7,241	9,572	9,500
Total nonoperating revenues	<u>\$ 746,634</u>	<u>\$ 695,180</u>	<u>\$ 581,753</u>
<b>OTHER FINANCING SOURCES:</b>			
Operating Transfer from General Fund	\$ 465,322	\$ 465,322	\$ 465,322
Fund equity appropriated	-	-	75,000
Total other financing sources	<u>\$ 465,322</u>	<u>\$ 465,322</u>	<u>\$ 540,322</u>
Total revenues and other financing sources	<u>\$ 1,289,968</u>	<u>\$ 1,300,903</u>	<u>\$ 1,270,075</u>



**CITY OF SALISBURY**  
**FY 2017-2018 BUDGET SUMMARY**  
**TRANSIT FUND**

	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 15-16</b>		<b>FY 16-17</b>		<b>FY 17-18</b>	<b>FY 17-18</b>	<b>FY 17-18</b>
<b>REVENUE</b>	\$ 1,289,968	\$	1,696,848	\$	1,270,075	\$ 1,270,075	\$ 1,270,075
	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
<b>EXPENSES</b>	<b>FY 15-16</b>		<b>FY 16-17</b>		<b>FY 17-18</b>	<b>FY 17-18</b>	<b>FY 17-18</b>
<b>TRANSIT - OPERATIONS</b>							
Personnel	\$ 262,985	\$	293,183	\$	320,852	\$ 348,389	\$ 348,389
Operations	89,320		135,020		182,262	145,005	145,005
Capital	-		-		-	-	-
<b>TOTAL</b>	<b>\$ 352,305</b>	<b>\$</b>	<b>428,203</b>	<b>\$</b>	<b>503,114</b>	<b>\$ 493,394</b>	<b>\$ 493,394</b>
<b>TRANSIT - ADMINISTRATION</b>							
Personnel	\$ 148,698	\$	170,240	\$	178,103	\$ 173,582	\$ 173,582
Operations	262,663		175,119		163,476	161,261	161,261
Capital	-		-		-	-	-
<b>TOTAL</b>	<b>\$ 411,361</b>	<b>\$</b>	<b>345,359</b>	<b>\$</b>	<b>341,579</b>	<b>\$ 334,843</b>	<b>\$ 334,843</b>
<b>TRANSIT - CAPITAL</b>							
Personnel	\$ 218,159	\$	289,333	\$	218,863	\$ 212,012	\$ 212,012
Operations	103,749		166,659		137,136	159,636	159,636
Capital	17,895		467,294		70,190	70,190	70,190
<b>TOTAL</b>	<b>\$ 339,803</b>	<b>\$</b>	<b>923,286</b>	<b>\$</b>	<b>426,189</b>	<b>\$ 441,838</b>	<b>\$ 441,838</b>
<b>GRAND TOTAL</b>							
Personnel	\$ 629,842	\$	752,756	\$	717,818	\$ 733,983	\$ 733,983
Operations	455,732		476,798		482,874	465,902	465,902
Capital	17,895		467,294		70,190	70,190	70,190
<b>TOTALS</b>	<b>\$ 1,103,469</b>	<b>\$</b>	<b>1,696,848</b>	<b>\$</b>	<b>1,270,882</b>	<b>\$ 1,270,075</b>	<b>\$ 1,270,075</b>

**STATEMENT OF PURPOSE**

To provide a safe, efficient, and affordable transportation alternative to the general public in the cities of Salisbury, Spencer, and East Spencer; thus permitting greater accessibility to employment, social, recreational, educational, and medical facilities. The department also provides an ADA demand responsive paratransit system that includes wheelchair lift-equipped vans to accommodate citizens unable to access our fixed route bus system because of a functional disability.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Consistently provide exceptional service to all customers.
2. Evaluate fixed routes for efficiency and effectiveness as well as the feasibility to expand routes and services.
3. Better market and spreading the word about public transit by “telling the story through a benefits campaign” to local elected bodies and the community at large.
4. Improve transit connectivity inside and outside the City of Salisbury by focusing on connecting customers to places.
5. Maintain transit infrastructure at a high level and improve the aesthetic appeal of shelters, bus stops, benches, and signs.

**PERFORMANCE MEASURES**

	<b><u>FY 2016 Actual</u></b>	<b><u>FY 2017 Estimate</u></b>	<b><u>FY 2018 Projected</u></b>
<b>Workload</b>			
Number of Passengers -Fixed Route	146,418	149,000	149,745
Number of Passengers - ADA	7,066	7,130	7,201
Number of Full-sized Buses	6	6	6
Number of Routes	3	3	3
Revenue Miles Driven **	133,535	159,000	159,000
Gallons of Fuel Used **	35,605	37,921	37,921
Fares Collected (Dollars) - Fixed Route	\$86,295	\$86,726	\$87,160
State Matching Funds Collected	\$374,292	\$374,292	\$374,292
<b>Efficiency</b>			
Average Cost Per Mile	\$ 7.66	\$ 9.19	\$ 11.03
Average Cost Per Passenger - Routine	\$ 6.98	\$ 8.38	\$ 10.06
Average Cost Per Passenger - ADA	\$ 9.28	\$ 12.06	\$ 15.68
<b>Effectiveness</b>			
Complaints Received	10	4	4
Number of Break-Downs	0	0	0
Number of Driver Vacancies	0	0	0
Accidents	0	0	0
Injuries	0	0	0

\*\* Increase in fuel & miles is from Weekend Express

### BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 148,698	\$ 170,240	\$ 178,103	\$ 173,582	\$ 173,582
Operating	262,663	175,119	163,476	161,261	161,261
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 411,361</b>	<b>\$ 345,359</b>	<b>\$ 341,579</b>	<b>\$ 334,843</b>	<b>\$ 334,843</b>

### PERSONNEL DETAIL

	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Transit Administration (652)</b>					
Transit Director	1	1	1	1	1
Transit Dispatcher	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**DEPARTMENT – Mass Transit  
DIVISION – Transit Operations**

**651**

### BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 262,985	\$ 293,183	\$ 320,852	\$ 348,389	\$ 348,389
Operating	89,320	135,020	182,262	145,005	145,005
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 352,305</b>	<b>\$ 428,203</b>	<b>\$ 503,114</b>	<b>\$ 493,394</b>	<b>\$ 493,394</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Transit Operations (651)</b>					
Transit Operator	6	5	7	7	7
Mechanic <sup>1</sup>	2	0	0	0	0
Fleet Services Shift Supervisor <sup>1</sup>	1	0	0	0	0
Transit Operator (Temp/PT Pool)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>10</b>	<b>6</b>	<b>8</b>	<b>8</b>	<b>8</b>

<sup>1</sup> Position moved to Transit Capital (653)

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 218,159	\$ 289,333	\$ 218,863	\$ 212,012	\$ 212,012
Operating	103,749	166,659	137,136	159,636	159,636
Capital	<u>17,895</u>	<u>467,294</u>	<u>70,190</u>	<u>70,190</u>	<u>70,190</u>
<b>TOTAL</b>	<b>\$ 339,803</b>	<b>\$ 923,286</b>	<b>\$ 426,189</b>	<b>\$ 441,838</b>	<b>\$ 441,838</b>

**PERSONNEL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Transit Capital (653)</b>					
Mechanic <sup>1 3</sup>	0	2	2	1	1
Transit Fleet Supervisor <sup>1</sup>	0	1	0	1	1
Service Worker (PT)	0	1	1	1	1
Transit Planner <sup>2</sup>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup> Position moved from Transit Operations FY17 (651)

<sup>2</sup> Position reclassified from Transit Fleet Supervisor

<sup>3</sup> One Position reclassified to Transit Fleet Supervisor



## CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
<b>Transit - Capital</b>			
Various Vehicle Spare Parts	\$ 18,000	\$ 18,000	\$ 18,000
mDVR-Surveillance System	3,800	3,800	3,800
Surveillance System Hard Drive	3,000	3,000	3,000
DR 600-Voice Annunciation System	2,541	2,541	2,541
Bus Stop Signs	2,000	2,000	2,000
Bus Shelter & Amenities	38,659	38,659	38,659
Computer & 24" Monitor	1,570	1,570	1,570
Phone	620	620	620
<b>Total Capital Outlay</b>	<b>\$ 70,190</b>	<b>\$ 70,190</b>	<b>\$ 70,190</b>



**CITY OF SALISBURY, NORTH CAROLINA**

**FIBRANT COMMUNICATIONS FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018  
With Estimated Actual for the Year Ending June 30, 2017 and  
Actual for the Year Ended June 30, 2016

	<b>2016 Actual</b>	<b>2017 Estimate</b>	<b>2018 Budget</b>
OPERATING REVENUES:			
Charges for services	\$ 5,527,809	\$ 5,710,585	\$ 5,364,486
Other operating revenues	<u>522,554</u>	<u>522,554</u>	<u>-</u>
Total operating revenues	<u>\$ 6,050,363</u>	<u>\$ 6,233,139</u>	<u>\$ 5,364,486</u>
NONOPERATING REVENUES:			
Interfund revenues	\$ -	\$ 2,193,087	\$ 3,217,883
Miscellaneous revenues	<u>33,121</u>	<u>13,149</u>	<u>21,500</u>
Total nonoperating revenues	<u>\$ 33,121</u>	<u>\$ 2,206,236</u>	<u>\$ 3,239,383</u>
Total other financing sources	<u>\$ -</u>	<u>\$ 28,990,000</u>	<u>\$ -</u>
Total revenues	<u><u>\$ 6,083,484</u></u>	<u><u>\$ 37,429,375</u></u>	<u><u>\$ 8,603,869</u></u>

**fibrant**

**CITY OF SALISBURY**  
**FY 2017-2018 BUDGET SUMMARY**  
**FIBRANT COMMUNICATIONS FUND**

		<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>		<b>Mgr Recommends</b>		<b>Adopted</b>
		<b>FY 15-16</b>		<b>FY 16-17</b>		<b>FY 17-18</b>		<b>FY 17-18</b>		<b>FY 17-18</b>
<b>REVENUE</b>	\$	5,560,930	\$	37,773,746	\$	8,095,375	\$	8,603,869	\$	8,603,869
		<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>		<b>Mgr Recommends</b>		<b>Adopted</b>
<b>EXPENSES</b>		<b>FY 15-16</b>		<b>FY 16-17</b>		<b>FY 17-18</b>		<b>FY 17-18</b>		<b>FY 17-18</b>
<b>ADMINISTRATION</b>										
Personnel	\$	-	\$	-	\$	379,331	\$	365,051	\$	365,051
Operations		2,074,073		2,090,092		418,643		306,163		306,163
Capital		-		-		-		-		-
<b>TOTAL</b>	\$	2,074,073	\$	2,090,092	\$	797,974	\$	671,214	\$	671,214
<b>PROGRAMMING</b>										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		2,074,073		2,090,092		2,094,000		1,811,137		1,811,137
Capital		-		-		-		-		-
<b>TOTAL</b>	\$	2,074,073	\$	2,090,092	\$	2,094,000	\$	1,811,137	\$	1,811,137
<b>BROADBAND SYSTEMS</b>										
Personnel	\$	-	\$	472,669	\$	482,653	\$	427,874	\$	427,874
Operations		288,895		1,430,554		1,428,853		1,092,621		1,092,621
Capital		-		-		-		-		-
<b>TOTAL</b>	\$	288,895	\$	1,903,223	\$	1,911,506	\$	1,520,495	\$	1,520,495
<b>SERVICE DELIVERY</b>										
Personnel	\$	172,283	\$	773,976	\$	892,860	\$	865,429	\$	865,429
Operations		310,871		291,697		312,983		312,983		312,983
Capital		592,994		438,314		514,426		474,426		474,426
<b>TOTAL</b>	\$	1,076,148	\$	1,503,987	\$	1,720,269	\$	1,652,838	\$	1,652,838
<b>DEBT SERVICE</b>										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		1,296,233		35,236,506		2,948,185		2,948,185		2,948,185
Capital		-		-		-		-		-
<b>TOTAL</b>	\$	1,296,233	\$	35,236,506	\$	2,948,185	\$	2,948,185	\$	2,948,185
<b>GRAND TOTAL</b>										
Personnel	\$	172,283	\$	1,246,645	\$	1,375,513	\$	1,658,354	\$	1,658,354
Operations		3,970,072		39,048,849		6,784,021		6,471,089		6,471,089
Capital		592,994		438,314		514,426		474,426		474,426
<b>TOTALS</b>	\$	4,735,349	\$	40,733,808	\$	8,673,960	\$	8,603,869	\$	8,603,869

Note: FY16-17 Debt Service includes a refunding of the outstanding COPS debt.



**STATEMENT OF PURPOSE**

To provide reliable, high speed internet access, voice, and video to the citizens and businesses with the City of Salisbury, as well as complement the mission, core values, and vision of the City of Salisbury with an emphasis on excellent internal and external customer service.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Provide access to broadband service within the corporate limits of the City of Salisbury.
2. Improve the community's competitiveness in economic development.
3. Maintain a state of the art network with 99.999% reliability.
4. Focus on long-term sustainability, achieving lasting success, and creating value to the community.
5. Provide excellent customer service within the Fibrant community.
6. Continue to pursue the latest in technological advancements.
7. Continue to seek improvements in Fibrant sales and customer retention efforts.

**PERFORMANCE MEASURES**

	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Number of Customers Billed	3,476	3,501	3,575

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ -	\$ -	\$ 379,331	\$ 365,051	\$ 365,051
Operating	2,074,073	2,090,092	418,643	306,163	306,163
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,074,073</b>	<b>\$ 2,090,092</b>	<b>\$ 797,974</b>	<b>\$ 671,214</b>	<b>\$ 671,214</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Administration (100)</b>					
Director of Broadband <sup>1</sup>	0	1	1	1	1
<b>Administration - Sales (202)</b>					
Broadband Sales Manager <sup>2</sup>	0	1	1	1	1
Broadband Sales Specialist <sup>2,3</sup>	<u>0</u>	<u>5</u>	<u>4</u>	<u>4</u>	<u>4</u>
<b>TOTAL</b>	<b>0</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>

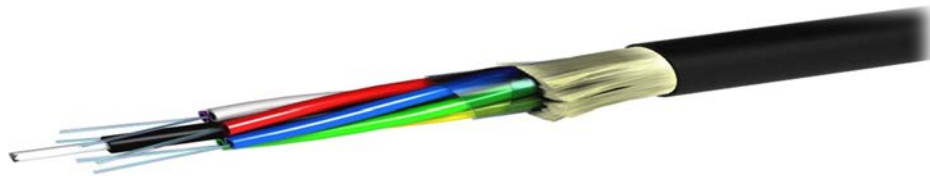
<sup>1</sup> Position transferred from General Fund IT (442)

<sup>2</sup> Position transferred from General Fund Sales (445) FY17

<sup>3</sup> For FY18, one Broadband Sales Specialist was reclassified and transferred to Service Delivery (880)

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	2,074,073	2,090,092	2,094,000	1,811,137	1,811,137
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,074,073</b>	<b>\$ 2,090,092</b>	<b>\$ 2,094,000</b>	<b>\$ 1,811,137</b>	<b>\$ 1,811,137</b>



**STATEMENT OF PURPOSE**

To utilize the City's Fibrant FTTH network to deliver the best broadband product possible for our citizens and customers. To serve as the centralized source of procedures, information, and support related to broadband engineering, design and planning for the City's Fibrant network. Review and coordinate efforts to help improve efficiencies. To serve as the centralized source of procedures, information, and support related to Network Operations for the City including Fibrant Dispatch, Fibrant Technical Service and Fibrant Commercial Sales. Coordinate efforts to maximize and improve service delivery and communication throughout the city.

**PERFORMANCE GOALS**

1. Coordinate with management to identify and effectively plan for future Fibrant needs.
2. Support enterprise fiber GIS data management solution.
3. Assist with asset management and the protection of the City's fiber network infrastructure.
4. Coordinate deployment schedules to optimize quota and deliverables.
5. Maintain fiber records, fiber management standards and enforce broadband engineering standards.
6. Become 24-hour in-house Network Operation Center.
7. Maintain support for Fibrant residential and commercial installations, technical support, sales and deployment.
8. Implement policy procedure and training manuals.
9. Continue implementation and support of commercial and residential sales order entry.
10. Continue to assist and support Customer Service during disconnections.

**PERFORMANCE MEASURES**

	<b>FY 2016 Actual</b>	<b>FY 2017 Estimate</b>	<b>FY 2018 Projected</b>
<b>Workload</b>			
Total Number of Inbound Customer Calls to NOC	10,471	11,500	12,000
Total Number of Calls Sourced to NeoNova, Inc.	5,434	6,000	6,100
<b>Effectiveness</b>			
Customer Call Abandon Rate (Inbound to NOC)	4%	4%	4%

**BUDGET REQUEST SUMMARY**

	<b>Actual FY 15-16</b>	<b>Budgeted FY 16-17</b>	<b>Requested FY 17-18</b>	<b>Mgr Recommends FY 17-18</b>	<b>Adopted FY 17-18</b>
Personnel	\$ -	\$ 472,669	\$ 482,653	\$ 427,874	\$ 427,874
Operating	288,895	1,430,554	1,428,853	1,092,621	1,092,621
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 288,895</b>	<b>\$ 1,903,223</b>	<b>\$ 1,911,506</b>	<b>\$ 1,520,495</b>	<b>\$ 1,520,495</b>

# PERSONNEL DETAIL

	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Broadband Systems Administration (100)</b>					
Engineering/GIS Manager <sup>1</sup>	0	1	1	1	1
<b>Broadband Systems Videoing (211)</b>					
Head End Technician <sup>2</sup>	0	1	1	1	1
<b>Broadband Systems Tech Serv. &amp; NOC (220)</b>					
NOC I/II <sup>3</sup>	0	3	3	3	3
NOC Manager <sup>3</sup>	0	1	1	1	1
NOC Tech (TPT) <sup>3</sup>	<u>0</u>	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>
TOTAL	0	8	8	6	6

<sup>1</sup> Position transferred from General Fund Systems (492)

<sup>2</sup> Position transferred from General Fund Infrastructure Services (500)

<sup>3</sup> Positions transferred from General Fund NOC (441) FY17, positions eliminated FY18

**STATEMENT OF PURPOSE**

To provide the City with the resources and expertise to support the installation and maintenance of the City and NCDOT network systems. To utilize the City's Fibrant FTTH network to deliver the best broadband product possible for our citizens and customers

**PERFORMANCE GOALS**

1. Assist with asset management and the protection of the City's fiber network infrastructure.
2. Maintain assistance, training, and technical support for Fibrant personnel.
3. Coordinate with Traffic Engineering to ensure that all NCDOT and City standards and objects are met.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 172,283	\$ 773,976	\$ 892,860	\$ 865,429	\$ 865,429
Operating	310,871	291,697	312,983	312,983	312,983
Capital	592,994	438,314	514,426	474,426	474,426
<b>TOTAL</b>	<b>\$ 1,076,148</b>	<b>\$ 1,503,987</b>	<b>\$ 1,720,269</b>	<b>\$ 1,652,838</b>	<b>\$ 1,652,838</b>

**PERSONNEL DETAIL**

	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
<b>Service Delivery Tech Serv &amp; Inst (220)</b>					
Infrastructure Tech <sup>1</sup>	0	6	6	6	6
Installation Tech <sup>1, 3</sup>	0	1	2	2	2
Tech Operations Manager <sup>1</sup>	0	1	1	1	1
Warehouse Tech <sup>1</sup>	0	1	1	1	1
<b>Service Delivery Support (221)</b>					
Infrastructure Supervisor	1	1	1	1	1
Outside Plant Supervisor <sup>2</sup>	1	0	0	0	0
Systems Analyst	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>12</b>

<sup>1</sup> Position transferred from General Fund Infrastructure Services (500)

<sup>2</sup> Position eliminated

<sup>3</sup> Position reclassified from Fibrant Sales (850)

**CAPITAL OUTLAY**

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Set-top Boxes	\$ 100,426	\$ 100,426	\$ 100,426
Installation Labor	60,000	20,000	20,000
Fiber Drops & Powering	134,000	134,000	134,000
ONTs	150,000	150,000	150,000
Construction Labor	10,000	10,000	10,000
Premise Installation Materials	60,000	60,000	60,000
<b>Total Capital Outlay</b>	<b>\$ 514,426</b>	<b>\$ 474,426</b>	<b>\$ 474,426</b>

**STATEMENT OF PURPOSE**

To provide for principal and interest payments on outstanding Fibrant Communications Fund debt.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,296,233	35,236,506	2,948,185	2,948,185	2,948,185
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,296,233</b>	<b>\$ 35,236,506</b>	<b>\$ 2,948,185</b>	<b>\$ 2,948,185</b>	<b>\$ 2,948,185</b>



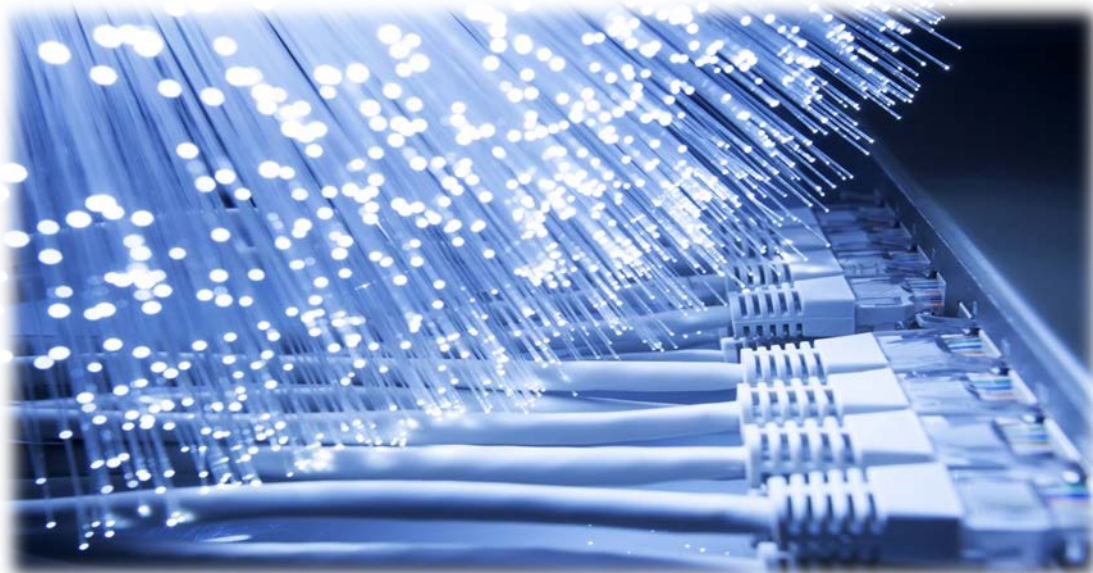
**CITY OF SALISBURY, NORTH CAROLINA**

**FIBRANT COMMUNICATIONS CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018  
With Estimated Actual for the Year Ending June 30, 2017 and  
Actual for the Year Ended June 30, 2016

	<u>2016 Actual</u>	<u>2017 Estimate</u>	<u>2018 Budget</u>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ -	\$ 615	\$ -
Miscellaneous	-	122,371	122,830
Total miscellaneous	<u>\$ -</u>	<u>\$ 122,986</u>	<u>\$ 122,830</u>
OTHER FINANCING SOURCES:			
Operating transfer from Fibrant Communications Fund	\$ -	\$ 151,864	\$ 150,824
Total other financing sources	<u>\$ -</u>	<u>\$ 151,864</u>	<u>\$ 150,824</u>
 Total revenues and other financing sources	 <u>\$ -</u>	 <u>\$ 274,850</u>	 <u>\$ 273,654</u>



**FUND- Fibrant Communications Capital Reserve****STATEMENT OF PURPOSE**

The Fibrant Capital Reserve funds replacement cost of Fibrant Utility Fund vehicles and computers and accrues reserves for future purposes.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	167,935	-	4,024	4,024
Capital	-	106,300	704,630	269,630	269,630
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 274,235</b>	<b>\$ 704,630</b>	<b>\$ 273,654</b>	<b>\$ 273,654</b>

**CAPITAL OUTLAY**

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
<b>Administration</b>			
Computer Equipment Replacement	\$ 6,730	\$ 6,730	\$ 6,730
<b>Total Capital Outlay</b>	<b>\$ 6,730</b>	<b>\$ 6,730</b>	<b>\$ 6,730</b>
<b>Broadband Systems</b>			
Computer Equipment Replacement	\$ 1,200	\$ 1,200	\$ 1,200
GPON Zhone Equipment	90,000	25,000	25,000
Video on Demand	110,000	110,000	110,000
Commercial WiFi System	50,000	-	-
NGPON Zhone Equipment	100,000	100,000	100,000
DWDM Optics - Replace end of life video traspor	85,000	25,000	25,000
Digital Video Recorders	200,000	-	-
10 Gig Aggragation Switches	60,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 696,200</b>	<b>\$ 261,200</b>	<b>\$ 261,200</b>
<b>Service Delivery</b>			
Computer Equipment Replacement	\$ 1,700	\$ 1,700	\$ 1,700
<b>Total Capital Outlay</b>	<b>\$ 1,700</b>	<b>\$ 1,700</b>	<b>\$ 1,700</b>





**CITY OF SALISBURY, NORTH CAROLINA**

**STORMWATER UTILITY**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018  
With Estimated Actual for the Year Ending June 30, 2017 and  
Actual for the Year Ended June 30, 2016

	<b><u>2016 Actual</u></b>	<b><u>2017 Estimate</u></b>	<b><u>2018 Budget</u></b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 1,164,848	\$ 1,363,565	\$ 1,362,000
Other operating revenues	<u>18,737</u>	<u>21,832</u>	<u>18,000</u>
Total operating revenues	<u>\$ 1,183,585</u>	<u>\$ 1,385,397</u>	<u>\$ 1,380,000</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	\$ 1,105	\$ 3,196	\$ 1,500
Miscellaneous revenues	<u>2,733</u>	<u>1,582</u>	<u>1,000</u>
Total nonoperating revenues	<u>\$ 3,838</u>	<u>\$ 4,778</u>	<u>\$ 2,500</u>
 Total revenues	 <u>\$ 1,187,423</u>	 <u>\$ 1,390,175</u>	 <u>\$ 1,382,500</u>



**CITY OF SALISBURY**  
**FY 2017-2018 BUDGET SUMMARY**  
**STORMWATER FUND**

	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 15-16</b>		<b>FY 16-17</b>		<b>FY 17-18</b>	<b>FY 17-18</b>	<b>FY 17-18</b>
<b>REVENUE</b>	\$	1,187,015	\$	1,380,498	\$	1,382,500	\$ 1,382,500
	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
<b>EXPENSES</b>	<b>FY 15-16</b>		<b>FY 16-17</b>		<b>FY 17-18</b>	<b>FY 17-18</b>	<b>FY 17-18</b>
<b>STORMWATER - ADMINISTRATION AND ENGINEERING</b>							
Personnel	\$	106,666	\$	170,098	\$	179,755	\$ 174,334
Operations		409,790		536,525		580,073	535,073
Capital		-		13,000		7,500	-
<b>TOTAL</b>	<b>\$</b>	<b>516,456</b>	<b>\$</b>	<b>719,623</b>	<b>\$</b>	<b>767,328</b>	<b>\$ 709,407</b>
<b>STORMWATER - STREET CLEANING</b>							
Personnel	\$	59,077	\$	159,059	\$	172,446	\$ 165,357
Operations		102,256		94,166		73,511	73,511
Capital		-		-		-	-
<b>TOTAL</b>	<b>\$</b>	<b>161,333</b>	<b>\$</b>	<b>253,225</b>	<b>\$</b>	<b>245,957</b>	<b>\$ 238,868</b>
<b>STORMWATER - STORM DRAINAGE</b>							
Personnel	\$	78,726	\$	98,445	\$	115,671	\$ 111,511
Operations		56,900		71,953		74,382	74,382
Capital		-		-		-	-
<b>TOTAL</b>	<b>\$</b>	<b>135,626</b>	<b>\$</b>	<b>170,398</b>	<b>\$</b>	<b>190,053</b>	<b>\$ 185,893</b>
<b>STORMWATER - LEAF COLLECTION</b>							
Personnel	\$	136,749	\$	177,347	\$	168,958	\$ 161,568
Operations		38,217		59,905		86,764	86,764
Capital		-		-		-	-
<b>TOTAL</b>	<b>\$</b>	<b>174,966</b>	<b>\$</b>	<b>237,252</b>	<b>\$</b>	<b>255,722</b>	<b>\$ 248,332</b>
<b>GRAND TOTAL</b>							
Personnel	\$	381,218	\$	604,949	\$	636,830	\$ 612,770
Operations		607,163		762,549		814,730	769,730
Capital		-		13,000		7,500	-
<b>TOTALS</b>	<b>\$</b>	<b>988,381</b>	<b>\$</b>	<b>1,380,498</b>	<b>\$</b>	<b>1,459,060</b>	<b>\$ 1,382,500</b>

**STATEMENT OF PURPOSE**

To manage the City's municipal separate storm sewer system (MS4) through a program of engineering, maintenance, construction, cleaning and improvements. Provide Street Sweeping and seasonal Leaf Collection services.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Oversee the City's Public Education and Outreach, Public Involvement and Participation, Illicit Discharge Detection and Elimination.
2. Coordinate with Rowan County's Construction Site Runoff Control, Post Construction Site Runoff Control, and Pollution Prevention and Good Housekeeping for Municipal Operation programs to improve stormwater quality and comply with federal and state regulations.
3. Ensure compliance with federal and state Total Maximum Daily Load allocations to impaired waterways located inside the City.
4. Provide engineering design for capital and infrastructure improvements to the City's stormwater system.

**BUDGET REQUEST SUMMARY**

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 106,666	\$ 170,098	\$ 179,755	\$ 174,334	\$ 174,334
Operating	409,790	536,525	580,073	535,073	535,073
Capital	-	13,000	7,500	-	-
<b>TOTAL</b>	<b>\$ 516,456</b>	<b>\$ 719,623</b>	<b>\$ 767,328</b>	<b>\$ 709,407</b>	<b>\$ 709,407</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Stormwater Engineer	1	1	1	1	1
Stormwater Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**CAPITAL OUTLAY**

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Inventory Software	\$ 7,500	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 7,500</b>	<b>\$ -</b>	<b>\$ -</b>

**DEPARTMENT - Stormwater**  
**DIVISION – Street Cleaning**

**831**

**DEPARTMENTAL PERFORMANCE GOALS**

Routinely sweep, wash and remove debris from streets to prevent sedimentation of drainage structures and prevent unsafe conditions. Clean downtown sidewalks, streets, and city parking facilities to provide aesthetic enhancements to public properties.

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ 59,077	\$ 159,059	\$ 172,446	\$ 165,357	\$ 165,357
Operating	102,256	94,166	73,511	73,511	73,511
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 161,333</b>	<b>\$ 253,225</b>	<b>\$ 245,957</b>	<b>\$ 238,868</b>	<b>\$ 238,868</b>

**PERSONNEL DETAIL**

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Equipment Operator <sup>1</sup>	2	2	3	3	3
Maintenance Worker Sr I/II <sup>1</sup>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

<sup>1</sup> Position reclassified

**DEPARTMENT - Stormwater**  
**DIVISION- Storm Drainage**

**832**

**DEPARTMENTAL PERFORMANCE GOALS**

Provide a maintenance program to clean, construct and repair culverts, catch basins and related drainage structures on a regular maintenance schedule to ensure effective and efficient run-off of rain water to minimize local flooding.

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ 78,726	\$ 98,445	\$ 115,671	\$ 111,511	\$ 111,511
Operating	56,900	71,953	74,382	74,382	74,382
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 135,626</b>	<b>\$ 170,398</b>	<b>\$ 190,053</b>	<b>\$ 185,893</b>	<b>\$ 185,893</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Crew Leader <sup>1</sup>	0	0	1	1	1
Equipment Operator <sup>1</sup>	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

<sup>1</sup> Position reclassified

### DEPARTMENT - Stormwater DIVISION- Leaf Collection

833

### DEPARTMENTAL PERFORMANCE GOALS

Provide curbside loose leaf collection during the fall and winter months on a rotating schedule approximately every three weeks.

### BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ 136,749	\$ 177,347	\$ 168,958	\$ 161,568	\$ 161,568
Operating	38,217	59,905	86,764	86,764	86,764
Capital	-	-	-	-	-
TOTAL	\$ 174,966	\$ 237,252	\$ 255,722	\$ 248,332	\$ 248,332

### PERSONNEL DETAIL

Position Title	Authorized FY 15-16	Authorized FY 16-17	Requested FY 17-18	Mgr. Recommends FY 17-18	Adopted FY 17-18
Equipment Operator	2	2	1	1	1
Crew Leader <sup>1</sup>	0	1	1	1	1
Maintenance Worker Sr I/II	1	0	1	1	1
Seasonal/Part-Time <sup>1</sup>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	4	4	4

<sup>1</sup> Position was reclassified to Crew Leader

<sup>2</sup> Reclassified from outside temporary workers





**CITY OF SALISBURY, NORTH CAROLINA**

**STORMWATER CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018  
With Estimated Actual for the Year Ending June 30, 2017 and  
Actual for the Year Ended June 30, 2016

	<b><u>2016</u></b> <b><u>Actual</u></b>	<b><u>2017</u></b> <b><u>Estimate</u></b>	<b><u>2018</u></b> <b><u>Budget</u></b>
REVENUES:			
Miscellaneous:			
Interest earned on investments	\$ 289	\$ 1,304	\$ 750
Total miscellaneous	<u>\$ 289</u>	<u>\$ 1,304</u>	<u>\$ 750</u>
OTHER FINANCING SOURCES:			
Operating transfer from Stormwater Fund	\$ 93,384	\$ 104,490	\$ 116,578
Fund balance appropriated	<u>-</u>	<u>-</u>	<u>36,699</u>
Total other financing sources	<u>\$ 93,384</u>	<u>\$ 104,490</u>	<u>\$ 153,277</u>
Total revenues and other financing sources	<u><u>\$ 93,673</u></u>	<u><u>\$ 105,794</u></u>	<u><u>\$ 154,027</u></u>



## FUND - Stormwater Capital Reserve

### STATEMENT OF PURPOSE

The Stormwater Capital Reserve funds replacement cost of Stormwater Utility Fund vehicles and computers and accrues reserves for future purchases.

### BUDGET REQUEST SUMMARY

	Actual FY 15-16	Budgeted FY 16-17	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	12,763	-	-	-
Capital	90,950	91,727	154,027	154,027	154,027
<b>TOTAL</b>	<b>\$ 90,950</b>	<b>\$ 104,490</b>	<b>\$ 154,027</b>	<b>\$ 154,027</b>	<b>\$ 154,027</b>

### CAPITAL OUTLAY

	Requested FY 17-18	Mgr Recommends FY 17-18	Adopted FY 17-18
<b>Administration</b>			
Replace ST19717 w/ like Super Duty Flat Bed			
Dump	\$ 80,411	\$ 80,411	\$ 80,411
Replace ST19714 w/ like Super Duty Crew			
Utility Bed	73,616	73,616	73,616
<b>Total Capital Outlay</b>	<b>\$ 154,027</b>	<b>\$ 154,027</b>	<b>\$ 154,027</b>





**CITY OF SALISBURY, NORTH CAROLINA**

**SPECIAL REVENUE FUNDS**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2018  
With Estimated Actual for the Year Ending June 30, 2017 and  
Actual for the Year Ended June 30, 2016

	<b>2016</b>	<b>2017</b>	<b>2018</b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Budget</u></b>
REVENUES:			
Intergovernmental:			
Federal	\$ 317,795	\$ 428,144	\$ 368,399
Miscellaneous:			
Other	\$ 24,992	\$ 122,485	\$ 30,000
 Total revenues	 \$ 342,787	 \$ 550,629	 \$ 398,399

## FUND – Special Revenue Funds

### STATEMENT OF PURPOSE

The Special Revenue Funds account for the operations of the City's Community Development programs as financed by the U.S. Department of Housing & Urban Development and the Cabarrus/Iredell/Rowan HOME consortium.

### BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 15-16	FY 16-17	FY 17-18	FY 17-18	FY 17-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	346,335	690,764	398,399	398,399	398,399
Capital	-	-	-	-	-
TOTAL	\$ 346,335	\$ 690,764	\$ 398,399	\$ 398,399	\$ 398,399



**CITY OF SALISBURY, NORTH CAROLINA**

**INTERNAL SERVICE FUNDS**

**FINANCIAL PLAN**

For the Year Ending June 30, 2018

The following are the estimated revenues and expenditures for Internal Service Fund for Employee Health Care:

**REVENUES**

Charges for Services	\$ 5,778,072
Interest Earned on Investments	2,000
Miscellaneous Revenues	<u>41,883</u>
Total Revenues	<u>\$ 5,821,955</u>

**EXPENDITURES**

Employee Benefits	\$ 5,796,955
Miscellaneous Expenditures	<u>25,000</u>
Total Expenditures	<u>\$ 5,821,955</u>

The following are the estimated revenues and expenditures for Internal Service Fund for Workers' Compensation:

**REVENUES**

Charges for Services	\$ 984,900
Interest Earned on Investments	<u>1,500</u>
Total Revenues	<u>\$ 986,400</u>

**EXPENDITURES**

Employee Benefits	\$ 684,200
Addition to Reserves	<u>302,200</u>
Total Expenditures	<u>\$ 986,400</u>



**City of Salisbury**  
**10 Year Capital Improvement Program**

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**City of Salisbury**  
**10 Year Capital Improvement Program**  
**General Fund**

Department	Project Name	Fiscal Year				
		2018	2019	2020	2021	2022
Community Planning	Housing Stabilization Program	100,000	100,000	100,000	-	-
Community Planning	Downtown Incentive Program	150,000	150,000	150,000	150,000	150,000
Community Planning	Maxwell Chambers Property Park	350,000	-	-	-	-
Community Planning	West End Transformation	-	400,000	-	-	-
Community Planning	West End Vocational Training	100,000	-	-	-	-
Community Planning	Dixonville Cemetery	200,000	-	-	-	-
Community Planning	Ketner Corner	100,000	-	-	-	-
Parks and Recreation	Grant Creek Greenway	125,000	700,000	-	-	-
Parks and Recreation	Play Structures	30,000	30,000	30,000	30,000	30,000
Engineering	Klumac Road Sidewalk	35,000	-	-	-	-
Engineering	Sidewalk near Salisbury Mall	354,500	-	-	-	-
Engineering	Newsome Road Extension	850,000	-	-	-	-
Engineering	Newsome Road Bike Lanes/Sidewalk	350,000	1,148,644	-	-	-
Engineering	Bringle Ferry Road Sidewalk	299,000	-	-	-	-
Engineering	Main Street Sidewalk	134,000	-	-	-	-
Engineering	Old Concord Rd ~ Ryan Street to JAB	45,000	370,000	-	-	-
Engineering	Greenway Trail ~ Kelsey Scott Park to JAB	91,000	-	-	-	-
Engineering	Street Light Improvements	32,130	32,130	32,130	32,130	32,130
Engineering	Upgrade Failing Signal Infrastructure	355,264	-	-	-	-
Engineering	Brenner Sidewalk	-	760,000	-	-	-
Solid Waste	Solid Waste Rollouts	80,363	80,363	-	-	-
Facilities Management	HVAC	-	-	-	-	469,000
Facilities Management	Roof	-	-	-	-	1,389,000
Fire Department	Fire Station 6	250,000	4,450,000	-	-	-
Fire Department	Fire Station 3	425,000	-	-	-	3,575,000
Fire Department	Thermal Imaging Camera (TIC)	-	-	-	10,000	-
Fire Department	Hurst Hydraulic Tools	35,000	-	40,000	-	-
Fire Department	Breathing Air Compressor	80,000	-	-	100,000	-
Fire Department	Hurst Hydraulic Tools and Rescue Air Bags	-	-	-	-	45,000
Public Services	New Spoils Location	-	-	-	-	-
Public Services	Asphalt Resurfacing	500,000	500,000	500,000	500,000	500,000
Public Services	Bridge Maintenance	-	118,241	-	118,241	-
		<b>5,071,257</b>	<b>8,839,378</b>	<b>852,130</b>	<b>940,371</b>	<b>6,190,130</b>

**City of Salisbury**  
**10 Year Capital Improvement Program**  
**General Fund**

<b>Department</b>	<b>Project Name</b>	<b>2023</b>	<b>2024</b>	<b>Fiscal Year 2025</b>	<b>2026</b>	<b>2027</b>	<b>10 Year Total</b>
Community Planning	Housing Stabilization Program	-	-	-	-	-	300,000
Community Planning	Downtown Incentive Program	150,000	150,000	150,000	150,000	150,000	1,500,000
Community Planning	Maxwell Chambers Property Park	-	-	-	-	-	350,000
Community Planning	West End Transformation	-	-	-	-	-	400,000
Community Planning	West End Vocational Training	-	-	-	-	-	100,000
Community Planning	Dixonville Cemetery	-	-	-	-	-	200,000
Community Planning	Ketner Corner	-	-	-	-	-	100,000
Parks and Recreation	Grant Creek Greenway	-	-	-	-	-	825,000
Parks and Recreation	Play Structures	30,000	30,000	30,000	30,000	30,000	300,000
Engineering	Klumac Road Sidewalk	-	-	-	-	-	35,000
Engineering	Sidewalk near Salisbury Mall	-	-	-	-	-	354,500
Engineering	Newsome Road Extension	-	-	-	-	-	850,000
Engineering	Newsome Road Bike Lanes/Sidewalk	-	-	-	-	-	1,498,644
Engineering	Bringle Ferry Road Sidewalk	-	-	-	-	-	299,000
Engineering	Main Street Sidewalk	-	-	-	-	-	134,000
Engineering	Old Concord Rd ~ Ryan Street to JAB	-	-	-	-	-	415,000
Engineering	Greenway Trail ~ Kelsey Scott Park to JAB	-	-	-	-	-	91,000
Engineering	Street Light Improvements	32,130	32,130	32,130	32,130	32,130	321,300
Engineering	Upgrade Failing Signal Infrastructure	-	-	-	-	-	355,264
Engineering	Brenner Sidewalk	-	-	-	-	-	760,000
Public Services	Solid Waste Rollouts	-	-	-	-	-	160,726
Facilities Management	HVAC	-	-	-	-	-	469,000
Facilities Management	Roof	-	-	-	-	-	1,389,000
Fire Department	Fire Station 6	-	-	-	-	-	4,700,000
Fire Department	Fire Station 3	-	-	-	-	-	4,000,000
Fire Department	Thermal Imaging Camera (TIC)	10,000	10,000	10,000	-	10,000	50,000
Fire Department	Hurst Hydraulic Tools	-	45,000	-	-	50,000	170,000
Fire Department	Breathing Air Compressor	-	-	100,000	-	-	280,000
Fire Department	Hurst Hydraulic Tools and Rescue Air Bags	-	-	-	-	-	45,000
Public Services	New Spoils Location	-	150,000	-	-	-	150,000
Public Services	Asphalt Resurfacing	500,000	500,000	500,000	500,000	500,000	5,000,000
Public Services	Bridge Maintenance	118,241	-	118,241	-	118,241	591,205
		<b>840,371</b>	<b>917,130</b>	<b>940,371</b>	<b>712,130</b>	<b>890,371</b>	<b>26,193,639</b>

## Capital Improvement Program FY 2018-27

**Project Name:** Housing Stabilization Program

**Department:** Community Planning

**Project Description:** The Housing Stabilization Fund (HSF) assists in the production and preservation of affordable housing for low-income families, individuals and eligible applicants. It helps revitalize housing in addition to the work performed by Salisbury Community Development Corporation, Downtown Salisbury Inc., and the Housing Authority of the City of Salisbury. This initiative helps improve neighborhood and housing conditions in the City.

**Proposed Funding Source:** General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	100	100	100								300
Capital Total	100	100	100	-	-	-	-	-	-	-	300

**Operating Fund Impact:** None



## Capital Improvement Program FY 2018-27

**Project Name:** Downtown Incentive Program

**Department:** Community Planning

**Project Description:** The program serves as an economic development tool to promote, reuse and rehabilitate underutilized historic buildings and create additional residential units.

Outcomes the City hopes to achieve are: Increase City's tax base; bring 24/7 vitality to the downtown with increased tourism and visitation; boost the market base for retail and restaurants; preserve the historic fabric of downtown; encourage the use of fire suppression systems, thereby reducing the chances of catastrophic fire impacting multiple buildings.

**Proposed Funding Source:** General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	150	150	150	150	150	150	150	150	150	150	1,500
<b>Capital Total</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>1,500</b>

**Operating Fund Impact:** Increase expected in tax revenues generated through higher tax base for rehabilitated property.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating	(3)	(6)	(9)	(12)	(15)	(18)	(21)	(24)	(27)	(30)	(165)
Debt Cost											
<b>Operating Total</b>	<b>(3)</b>	<b>(6)</b>	<b>(9)</b>	<b>(12)</b>	<b>(15)</b>	<b>(18)</b>	<b>(21)</b>	<b>(24)</b>	<b>(27)</b>	<b>(30)</b>	<b>(165)</b>

## Capital Improvement Program FY 2018-27

**Project Name:** Maxwell Chambers Property Park

**Department:** Community Planning

**Project Description:** Partnership with private foundation and donors in the development of a downtown park. Funds would help match Federal and State grants.

Outcomes the City hopes to achieve are: Catalytic project to enhance the downtown, provide much-needed greenspace for events, serve as a driver for tourism and future development of the downtown, support mixed use redevelopment of the Empire Hotel.

**Proposed Funding Source:** General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	350										350
<b>Capital Total</b>	<b>350</b>	-	-	-	-	-	-	-	-	-	<b>350</b>

**Operating Fund Impact:** Unknown until definitive scope of project defined

## Capital Improvement Program FY 2018-27

**Project Name:** West End Transformation

**Department:** Community Planning

**Project Description:** This initiative helps improve housing and neighborhood conditions in the West End Neighborhood by offering grants and/or loans for owner-occupied and rental rehab. It also implements a goal of the West End Transformation Plan.

Outcomes the City hopes to achieve are: Remove blight, improve overall living conditions, preserve and retain existing housing stock, enhance community appearance, promote a more positive impression of the neighborhood.

**Proposed Funding Source:** General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other		400									400
<b>Capital Total</b>	-	400	-	-	-	-	-	-	-	-	400

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** West End Vocational Training

**Department:** Community Planning

**Project Description:** This project will provide vocational training opportunities for at risk individuals specifically in our West End Community. This would be a partnership with the local community colleges and the county.

**Proposed Funding Source:** State and Federal Grant Program

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	100										100
<b>Capital Total</b>	<b>100</b>	-	-	-	-	-	-	-	-	-	100

## Capital Improvement Program FY 2018-27

**Project Name:** Dixonville Cemetery

**Department:** Community Planning

**Project Description:** This project is to memorialize the individuals interred in the historic Dixonville Cemetery and to recognize the generations of families who were associated with the former Dixonville neighborhood and educated at Lincoln School. Phase I, to be completed with FY18 funds, will enhance the streetscape on Old Concord Rd. Future plans include improvements along the edge adjacent to the Fred P. Evans Pool site and a redevelopment plan for the Lincoln School.

**Proposed Funding Source:** General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	200										200
<b>Capital Total</b>	<b>200</b>	-	-	-	-	-	-	-	-	-	200

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Ketner Corner

**Department:** Community Planning

**Project Description:** Ketner Corner will recognize Food Lion founder and long-time community leader Ralph Ketner (dec.) through public art, set within a pocket park. This will enhance the streetscape and provide a greenspace amenity for city residents and visitors.

**Proposed Funding Source:** General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	100										100
Other											-
<b>Capital Total</b>	<b>100</b>	-	-	-	-	-	-	-	-	-	100

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Grant Creek Greenway

**Department:** Parks & Recreation

**Project Description:** This project will design and construct a paved trail from Forestdale, near Catawba College, to Kelsey Scott Park located off Old Wilkesboro Road. This is a TAP (Transportation Alternatives Program) project with an 80/20 match.

**Proposed Funding Source:** 20% General Fund / 80% Greenway Grant

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	125	700									825
Other											-
<b>Capital Total</b>	<b>125</b>	<b>700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>825</b>

**Operating Fund Impact:** Increased maintenance and mowing costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating			9	9	9	9	9	9	9	9	69
Debt Cost											
<b>Operating Total</b>	<b>-</b>	<b>-</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>69</b>

## Capital Improvement Program FY 2018-27

**Project Name:** Play Structure

**Department:** Parks & Recreation

**Project Description:** The schedule is designed to replace each play structure every 10-12 years.

**Proposed Funding Source:** General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	30	30	30	30	30	30	30	30	30	30	300
<b>Capital Total</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>300</b>

**Operating Fund Impact:** None



## Capital Improvement Program FY 2018-27

**Project Name:** Klumac Road Sidewalk

**Department:** Engineering

**Project Description:** This project is for the City's portion of sidewalk constructed at the Klumac Road underpass.

**Proposed Funding Source:** General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	35										35
Other											-
<b>Capital Total</b>	<b>35</b>	-	-	-	-	-	-	-	-	-	<b>35</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Sidewalk near Salisbury Mall

**Department:** Engineering

**Project Description:** Municipal Agreement to construct sidewalks along Jake Alexander Boulevard and Statesville Boulevard. Due to unforeseen problems with easement obtainment, we have had to hire an appraiser for several properties and must go through the proper procedure for acquisition. Anticipate construction to begin as soon as possible, once easements are finished. We estimate construction to start fall 2017. City's cost is 20% plus \$41,000 CEI. (Construction Engineering and Inspection)

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	355										355
Other											-
<b>Capital Total</b>	<b>355</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>355</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Newsome Road Extension

**Department:** Engineering

**Project Description:** Three party agreement with the City, developer, and NCDOT to build Newsome Road extension between Innes Street and Faith Road. City will reimburse developer for construction, and NCDOT will reimburse City once STIP (State Transportation Improvement Program) funds are released, no later than 2019. Anticipate construction to be complete prior to December 2017 (FY18).

**Proposed Funding Source:** State TIP Funds

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	850										850
Other											-
<b>Capital Total</b>	<b>850</b>	-	-	-	-	-	-	-	-	-	850

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Newsome Road Bike Lanes and Sidewalk

**Department:** Engineering

**Project Description:** CMAQ (Congestion Mitigation and Air Quality) Municipal Agreement to widen Newsome Road between Stokes Ferry Road and Bringle Ferry Road. Project includes curb, gutter, and bicycle lanes on both sides, sidewalks on one side, storm drain, and a complete overlay of the street. Anticipate construction in Summer 2018.

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	350	1,149									1,499
Other											-
<b>Capital Total</b>	<b>350</b>	<b>1,149</b>	-	-	-	-	-	-	-	-	1,499

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Bringle Ferry Road Sidewalk

**Department:** Engineering

**Project Description:** CMAQ (Congestion Mitigation and Air Quality) Municipal Agreement to construct sidewalk on Bringle Ferry Road between Long Street and Newsome Road. Anticipate construction to begin in July 2017.

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	299										299
Other											-
<b>Capital Total</b>	<b>299</b>	-	-	-	-	-	-	-	-	-	299

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Main Street Sidewalk

**Department:** Engineering

**Project Description:** CMAQ (Congestion Mitigation and Air Quality) Municipal Agreement to construct sidewalk on Main Street between B Avenue and Rowan Mills Road.

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	134										134
Other											-
Capital Total	134	-	-	-	-	-	-	-	-	-	134

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Old Concord Road - Ryan Street to Jake Alexander Blvd Sidewalk

**Department:** Engineering

**Project Description:** CMAQ (Congestion Mitigation and Air Quality) sidewalk project on one side of Old Concord Road, from Ryan Street to Jake Alexander Boulevard, will include curb, gutter, storm drain, and sidewalk. Anticipate survey, design, and easement acquisition in FY18 and construction in FY19.

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	45	370									415
Other											-
<b>Capital Total</b>	<b>45</b>	<b>370</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>415</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Greenway Trail – Kelsey Scott Park to Jake Alexander Blvd

**Department:** Engineering

**Project Description:** Through Carolina Thread Trail (CTT) funding, the City will construct a gravel trail along City-owned property from Kelsey Scott Park to Jake Alexander Blvd. City crews will provide in-kind services for the construction. Carolina Thread Trail to fund \$91,000.

**Proposed Funding Source:** Thread Trail Grant

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	91										91
Other											-
<b>Capital Total</b>	<b>91</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>91</b>

**Operating Fund Impact:** Increased maintenance and mowing costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating		6	6	6	6	6	6	6	6	6	57
Debt Cost											
<b>Operating Total</b>	<b>-</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>57</b>



## Capital Improvement Program FY 2018-27

**Project Name:** Street Light Improvements

**Department:** Engineering

**Project Description:** We plan to add 150 new street lights per fiscal year. Street lights within neighborhoods are installed by petition and scheduled in the order in which they are received. Petitions are not required for the addition of streetlights on major thoroughfares, which is addressed when there are no pending neighborhood petitions. After installation, the operations budget must be increased the same amount for the future year.

**Proposed Funding Source:** General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction											-
Other	32	32	32	32	32	32	32	32	32	32	321
<b>Capital Total</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>321</b>
	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total

**Operating Fund Impact:** Increased cost of Street Lighting charges.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating		32	64	96	128	160	192	224	256	288	1,440
Debt Cost											
<b>Operating Total</b>	<b>-</b>	<b>32</b>	<b>64</b>	<b>96</b>	<b>128</b>	<b>160</b>	<b>192</b>	<b>224</b>	<b>256</b>	<b>288</b>	<b>1,440</b>

## Capital Improvement Program FY 2018-27

**Project Name:** Upgrade Emergency Vehicle Preemption System

**Department:** Engineering

**Project Description:** Upgrade EVP (Emergency Vehicle Preemption) throughout the city as current system is becoming unreliable. There are 32 vehicles and 56 intersections that operate emergency vehicle preemption. Project costs includes updates to Fire, Fleet, and intersections.

**Proposed Funding Source:** General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	355										355
<b>Capital Total</b>	<b>355</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>355</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Brenner Avenue Sidewalk

**Department:** Engineering

**Project Description:** CMAQ (Congestion Mitigation and Air Quality) project to add sidewalk to the north side of Brenner Avenue. This project will include curb, gutter, storm drain from Statesville Blvd to Horah Street along with intersection improvement at Link and Brenner Ave.

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		760									760
Other											-
<b>Capital Total</b>	-	760	-	-	-	-	-	-	-	-	760

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Solid Waste Rollouts

**Department:** Public Services

**Project Description:** We are in the final 2 years of a 5-year project to replace solid waste rollouts, which are needed to be compatible with our new automated trucks.

**Proposed Funding Source:** General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	80	80									161
Capital Total	80	80	-	-	-	-	-	-	-	-	161

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** HVAC Replacements

**Department:** Facilities

**Project Description:** The City maintains an inventory of all HVAC equipment. Unit replacements are recommended based on age, maintenance demand, and changes in operations that impact the utilization of the unit. A replacement schedule is developed annually, with some HVAC unit replacements being deferred for several years. The inventory of aging units continues to increase.

**Proposed Funding Source:** General Fund Installment Financing

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction					469						469
Other											-
<b>Capital Total</b>	-	-	-	-	469	-	-	-	-	-	469

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating											-
Debt Cost					37	75	75	75	75	75	411
<b>Operating Total</b>	-	-	-	-	37	75	75	75	75	75	411

## Capital Improvement Program FY 2018-27

**Project Name:** Roof Replacements

**Department:** Facilities

**Project Description:** The City maintains an inventory of roof sections, type of assembly, and photos for all buildings. Audits are performed at each property on a three year rotation, which identifies maintenance issues to be addressed and determines recommendations for replacements. Roof replacements are scheduled based on age, condition of existing assembly, demand for repairs, and active leaks that continue to arise. Roof replacements have been deferred for several years; therefore, the inventory of aging roof assemblies continues to increase

**Proposed Funding Source:** General Fund Installment Financing

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction					1,389						1,389
Other											-
<b>Capital Total</b>	-	-	-	-	1,389	-	-	-	-	-	1,389

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating											-
Debt Cost					111	221	221	221	221	221	1,218
<b>Operating Total</b>	-	-	-	-	111	221	221	221	221	221	1,218

## Capital Improvement Program FY 2018-27

**Project Name:** Fire Station 6

**Department:** Fire Department

**Project Description:** The City of Salisbury has purchased land located on Cedar Springs Road for the purpose of building an additional Fire Station. Construction of Station 6 is estimated to begin April 2018 with completion by June 2019.

**Proposed Funding Source:** General Fund Installment Financing

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design	250	33									283
Construction		4,417									4,417
Other											-
<b>Capital Total</b>	<b>250</b>	<b>4,450</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,700</b>

**Operating Fund Impact:** Some impact on operations through added new personnel, building maintenance costs and higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>OPERATING IMPACT</b> (in thousands)											
New Staff (FTEs)			6	6	6	6	6	6	6	6	48
New Staff Cost			400	400	400	400	400	400	400	400	3,200
Operating			50	50	50	50	50	50	50	50	400
Debt Cost			334	334	334	334	334	334	334	334	2,674
<b>Operating Total</b>	<b>-</b>	<b>-</b>	<b>784</b>	<b>784</b>	<b>784</b>	<b>784</b>	<b>784</b>	<b>784</b>	<b>784</b>	<b>784</b>	<b>6,274</b>

## Capital Improvement Program FY 2018-27

**Project Name:** Fire Station 3

**Department:** Fire Department

**Project Description:** The City of Salisbury has an option on 1.75 acres of land adjacent to Mahaley Avenue to build a new Fire Station. Building a new station will allow better coverage of a larger area. The existing station was built in 1957 and has reached the end of its useful life. Construction is estimated to begin April 2021, with completion around June 2022.

**Proposed Funding Source:** General Fund Installment Financing

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design	288										288
Construction					3,575						3,575
Other	137										137
<b>Capital Total</b>	<b>425</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,575</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,000</b>

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating											-
Debt Cost						267	267	267	267	267	1,337
<b>Operating Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>267</b>	<b>267</b>	<b>267</b>	<b>267</b>	<b>267</b>	<b>1,337</b>



## Capital Improvement Program FY 2018-27

**Project Name:** Thermal Imaging Camera

**Department:** Fire Department

**Project Description:** Thermal image cameras are utilized by firefighters to help locate trapped victims and locate the seat of a fire. Images also help detect the heat in rooms or buildings, which is an early indicator of flashover, as well as compromised structural members. The life span of a camera is 5-6 years, and at that point the core must be replaced. It is more cost effective to replace TICs at the end of their useful life, rather than replacing only the core.

**Proposed Funding Source:** General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other				10		10	10	10		10	50
<b>Capital Total</b>	-	-	-	10	-	10	10	10	-	10	50

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Hurst Hydraulic Tools

**Department:** Fire Department

**Project Description:** Hydraulic tools are used to extricate patients trapped or pinned in a vehicle as a result of an accident. Those tools are required by ISO to be carried on Rescue Trucks, Ladder Trucks, and Quints to receive maximum points. The Quad pump has the ability to run multiple tools without losing a significant amount of cutting and spreading force. The goal is to have a patient removed from a vehicle and transported to a trauma unit within one hour, which is also referred to as the “golden hour”.

**Proposed Funding Source:** General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	35		40				45			50	170
<b>Capital Total</b>	<b>35</b>	<b>-</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>170</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Breathing Air Compressor

**Department:** Fire Department

**Project Description:** Breathing Air Compressors are utilized to fill the breathing air cylinders used by firefighters in emergency operations and training. The air must be grade D air that is monitored quarterly by the Department of Labor. As units age, the compressor begins to experience problems with compressor oil leaking internally into the system and often requires rebuilding or replacement to maintain safe breathing air.

**Proposed Funding Source:** General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction											-
Other	80			100				100			280
<b>Capital Total</b>	<b>80</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>280</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Hurst Hydraulic Tools and Rescue Air Bags

**Department:** Fire Department

**Project Description:** Hydraulic tools (FY22) are used to extricate patients trapped or pinned in a vehicle as a result of an accident. These tools are required by ISO to be carried on Rescue Trucks, Ladder Trucks, and Quints to receive maximum points. The goal is to have a patient removed from a vehicle and transported to a trauma unit within 1 hour, which is referred to as the golden hour. Rescue air bags (FY27) are used to stabilize and lift heavy objects, vehicles, etc.

**Proposed Funding Source:** General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other					45						45
<b>Capital Total</b>	-	-	-	-	45	-	-	-	-	-	45

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** New Spoils Location

**Department:** Streets

**Project Description:** The current location for our discarded materials is almost at capacity; therefore, the City needs to expand to a new location. The location will be divided into disposal sections (i.e., concrete busted with dirt, fill dirt, recycle roll-out carts, mulch, limbs and leaves).

**Proposed Funding Source:** General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other							150				150
Capital Total	-	-	-	-	-	-	150	-	-	-	150

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Asphalt Resurfacing

**Department:** Streets

**Project Description:** Each year, project funding will pave approximately 7.5 lane miles, which provides for a 46-year resurfacing cycle. A 25-year cycle is recommended; therefore, the City will invest in increased resurfacing as fiscally able.

**Proposed Funding Source:** General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
	500	500	500	500	500	500	500	500	500	500	5,000
Other											-
<b>Capital Total</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>5,000</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Bridge Maintenance

**Department:** Streets

**Project Description:** NCDOT will contract Engineers to do an inspection of all bridges. Once the inspections are complete, we apply for permitting to start the recommended repairs. Permitting approval could take up to one year for approval. The City is responsible for maintenance on five bridges. They are located on Arlington Street, Ryan Street, Shoher Bridge on Ellis Street, Bank Street, and Fisher Street. We are also responsible for two bridges on the greenway, which are built to withstand the weight of a small maintenance vehicle.

**Proposed Funding Source:** General Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other		118		118		118		118		118	591
<b>Capital Total</b>	-	118	-	118	-	118	-	118	-	118	591

**Operating Fund Impact:** None

**City of Salisbury**  
**10 Year Capital Improvement Program**  
**Water & Sewer Fund**

Department	Project Name	Fiscal Year				
		2018	2019	2020	2021	2022
Administration	Maintenance Building Up fit (Cemetery Street)	100,000	100,000	-	-	-
Raw Water	Raw Water Pump Station Improvements	-	-	-	-	-
	Raw Water Piping 24" Concrete Pipe	-	150,000	-	-	-
	Electrical System Upgrade	-	100,000	-	-	-
	Intake Wing Wall Rehab	-	220,000	-	-	-
	Raw Water Reservoir Dredging	200,000	-	-	-	-
Raw Water	Reservoir Covers	375,000	-	-	-	-
Raw Water	Raw Water NEW Raw Water Pump Station	-	-	-	-	-
	New Raw Water Pump Station Design	-	-	750,000	-	-
	New Raw Water Pump Station Construction	-	-	-	5350000	5,350,000
Raw Water	Water Treatment Raw Water Reservoir (30MG)	-	-	-	-	-
Water Treatment Plant	Security Improvements	-	100,000	-	-	-
Water Treatment Plant	Water Treatment Plant Upgrades	-	-	-	-	-
	Residuals Handling Upgrades	-	-	500,000	-	-
	Sedimentation Basins Rehab/by-pass	300,000	-	-	-	-
	Filter Media Addition	50,000	-	-	-	-
	Control Room Upgrade	-	-	-	100,000	-
	Finished Water Clearwell Storage	-	-	-	-	-
Water Distribution	Advanced Metering Infrastructure	2,000,000	-	-	-	-
Water Distribution	Water Extensions	-	-	-	-	-
	Water Extensions	250,000	250,000	250,000	250,000	250,000
	Granite Quarry Secondary Waterline	-	-	500,000	-	-
	Rockwell Secondary Waterline	-	-	500,000	-	-
Water Distribution	Water Line Rehab/Replacement	250,000	300,000	350,000	400,000	450,000
Water Distribution	Galvanized Service Replacement Program	-	-	-	-	1,000,000
Water Distribution	Elevated Water Storage Tanks	-	-	-	-	-
Water Distribution	Asset Management Contingency	-	-	-	-	125,000
Sanitary Sewer Collections	Sanitary Sewer Extensions	250,000	250,000	250,000	250,000	250,000
Sanitary Sewer Collections	Sanitary Sewer Line Rehabilitation (I&I Reduction)	250,000	300,000	350,000	400,000	450,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation	-	-	-	-	-
	Grant Creek Interceptor Rehab	-	-	-	-	-
	Town Creek Interceptor Rehab	-	1,000,000	-	-	-
	Crane Creek Interceptor Rehab	-	-	2,000,000	-	-
Sanitary Sewer Lift Stations	Upgrades & Eliminations	-	-	-	-	-
	Upgrades (Crane Creek)	500,000	325,000	-	-	-
	Eliminations (Hitachi LS)	-	600,000	-	-	-
	Eliminations (St Luke LS)	-	-	500,000	-	-
Wastewater Treatment Plant	WWTP Improvements	-	-	-	-	-
	Grant Creek Influent Pump Station Replacement	5,000,000	5,000,000	1,750,000	-	-
	Town Creek Access Road Remote	500,000	-	-	-	-
	Septage Receiving Station	-	500,000	-	-	-
	Nutrient Removal Facility	-	-	-	-	-
Wastewater Treatment	Wastewater Treatment Asset Management Contingency	-	-	-	-	125,000
		<b>10,025,000</b>	<b>9,195,000</b>	<b>7,700,000</b>	<b>6,750,000</b>	<b>8,000,000</b>



**City of Salisbury**  
**10 Year Capital Improvement Program**  
**Water & Sewer Fund**

Department	Project Name	Fiscal Year					10 Year Total
		2023	2024	2025	2026	2027	
Administration	Maintenance Building Up fit (Cemetery Street)	-	-	-	-	-	200,000
Raw Water	Raw Water Pump Station Improvements	-	-	-	-	-	-
	Raw Water Piping 24" Concrete Pipe	-	-	-	-	-	150,000
	Electrical System Upgrade	-	-	-	-	-	100,000
	Intake Wing Wall Rehab	-	-	-	-	-	220,000
	Raw Water Reservoir Dredging	-	-	-	-	-	200,000
Raw Water	Reservoir Covers	-	-	-	-	-	375,000
Raw Water	Raw Water NEW Raw Water Pump Station	-	-	-	-	-	-
	New Raw Water Pump Station Design	-	-	-	-	-	750,000
	New Raw Water Pump Station Construction	-	-	-	-	-	10,700,000
Raw Water	Water Treatment Raw Water Reservoir (30MG)	3,000,000	3,000,000	-	-	-	6,000,000
Water Treatment Plant	Security Improvements	-	-	-	-	-	100,000
Water Treatment Plant	Water Treatment Plant Upgrades	-	-	-	-	-	-
	Residuals Handling Upgrades	-	-	-	-	-	500,000
	Sedimentation Basins Rehab/by-pass	-	-	-	-	-	300,000
	Filter Media Addition	-	-	-	-	-	50,000
	Control Room Upgrade	-	-	-	-	-	100,000
	Finished Water Clearwell Storage	-	-	2,000,000	-	-	2,000,000
Water Distribution	Advanced Metering Infrastructure	-	-	-	-	-	2,000,000
Water Distribution	Water Extensions	-	-	-	-	-	-
	Water Extensions	250,000	250,000	250,000	250,000	250,000	2,500,000
	Granite Quarry Secondary Waterline	-	-	-	-	-	500,000
	Rockwell Secondary Waterline	-	-	-	-	-	500,000
Water Distribution	Water Line Rehab/Replacement	500,000	550,000	600,000	650,000	700,000	4,750,000
Water Distribution	Galvanized Service Replacement Program	1,000,000	1,000,000	1,000,000	1,000,000	-	5,000,000
Water Distribution	Elevated Water Storage Tanks	-	-	1,500,000	-	-	1,500,000
Water Distribution	Asset Management Contingency	125,000	125,000	125,000	125,000	125,000	750,000
Sanitary Sewer Collections	Sanitary Sewer Extensions	250,000	250,000	250,000	250,000	250,000	2,500,000
Sanitary Sewer Collections	Sanitary Sewer Line Rehabilitation (I&I Reduction)	500,000	550,000	600,000	650,000	700,000	4,750,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation	-	-	-	-	-	-
	Grant Creek Interceptor Rehab	2,000,000	2,000,000	-	-	-	4,000,000
	Town Creek Interceptor Rehab	-	-	-	-	-	1,000,000
	Crane Creek Interceptor Rehab	-	-	-	-	-	2,000,000
	Upgrades & Eliminations	-	-	-	-	-	-
Sanitary Sewer Lift Stations	Upgrades (Crane Creek)	-	-	-	-	-	825,000
	Eliminations (Hitachi LS)	-	-	-	-	-	600,000
	Eliminations (St Luke LS)	-	-	-	-	-	500,000
	WWTP Improvements	-	-	-	-	-	-
Wastewater Treatment Plant	Grant Creek Influent Pump Station Replacement	-	-	-	-	-	11,750,000
	Town Creek Access Road Remote	-	-	-	-	-	500,000
	Septage Receiving Station	-	-	-	-	-	500,000
	Nutrient Removal Facility	-	-	6,000,000	6,000,000	-	12,000,000
Wastewater Treatment	Wastewater Treatment Asset Management Contingency	125,000	125,000	125,000	125,000	125,000	750,000
		<b>7,750,000</b>	<b>7,850,000</b>	<b>12,450,000</b>	<b>9,050,000</b>	<b>2,150,000</b>	<b>80,920,000</b>

## Capital Improvement Program FY 2018-27

**Project Name:** Maintenance Building Upfit (Cemetery St.)

**Department:** Administration

**Project Description:** The vulnerability assessment mandated by the Environmental Protection Agency (EPA) in FY04 identified utility sites and facilities where security improvements need to be implemented. The recent acquisition of property adjacent to the Water Treatment Plant will allow for additional perimeter fencing that will further limit access to City-owned property in and around the plant.

**Proposed Funding Source:** Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction	100	100									200
Other											-
<b>Capital Total</b>	<b>100</b>	<b>100</b>	-	-	-	-	-	-	-	-	200

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Pump Station Improvements

**Department:** Raw Water

**Project Description:** An existing section of the 24" concrete pipe that conveys raw water from the pump station to the reservoirs needs to be replaced. Additionally, the electrical system needs to be upgraded. Finally, the intake wing wall is scheduled for rehabilitation.

**Proposed Funding Source:** Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		470									470
Other											-
<b>Capital Total</b>	-	470	-	-	-	-	-	-	-	-	470

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Reservoir Dredging

**Department:** Raw Water

**Project Description:** Both raw water reservoirs have accumulated sediment over the years and will require dredging. Removing the accumulated sediment will increase current raw water storage capacities.

**Proposed Funding Source:** Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	200										200
<b>Capital Total</b>	<b>200</b>	-	-	-	-	-	-	-	-	-	200

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Reservoir Covers

**Department:** Raw Water

**Project Description:** Algae growth due to sunlight exposure on the open-air raw water reservoirs produces challenges throughout the water treatment and distribution processes. By covering the reservoirs, the sunlight can be blocked, and the promotion of algae growth is significantly reduced. A recent Engineering Alternatives Analysis (EAA) resulted in the recommendation of modular floating covers consisting of 4" diameter HDPE ballasted spheres.

**Proposed Funding Source:** Water & Sewer Fund Balance

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction											-
Other	375										375
<b>Capital Total</b>	<b>375</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>375</b>

**Operating Fund Impact:** Reduction in chemical cost and lower cost due to reduced algaecide demand. Limit algae growth, improve water quality, reduce treatment cost.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating		(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(225)
Debt Cost											
<b>Operating Total</b>	<b>-</b>	<b>(25)</b>	<b>(25)</b>	<b>(25)</b>	<b>(25)</b>	<b>(25)</b>	<b>(25)</b>	<b>(25)</b>	<b>(25)</b>	<b>(25)</b>	<b>(225)</b>

## Capital Improvement Program FY 2018-27

**Project Name:** New Raw Water Pump Station Construction

**Department:** Raw Water

**Project Description:** The existing Raw Water Pump Station was constructed in 1917 and expanded to its current size in the 1950s. In 1968, a new intake was constructed with a withdrawal capacity of 24 MGD. However, all of the structures were built near the river, and sedimentation created by the ALCOA Yadkin project causes more severe flooding. This is the only supply of water for the City of Salisbury and much of Rowan County. The station is both inaccessible and potentially vulnerable during flood events. A need exists to build a new raw water pump station at a location out of the floodplain, as well as increase withdrawal capacity for future system demands.

**Proposed Funding Source:** Water & Sewer Revenue Bonds

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design			750								750
Construction				5,350	5,350						10,700
Other											-
<b>Capital Total</b>	-	-	750	5,350	5,350	-	-	-	-	-	11,450

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operation											-
Debt Cost					358	715	715	715	715	715	3,934
<b>Operating Total</b>	-	-	-	-	358	715	715	715	715	715	3,934

## Capital Improvement Program FY 2018-27

**Project Name:** Raw Water Reservoir (30MG)

**Department:** Raw Water

**Project Description:** This project includes the design and construction of a new thirty-million gallon (30 MG) raw water reservoir. State regulations require a minimum of five days of off-site storage in the event of equipment failure or poor raw water quality. With the expansion of the Water Treatment Plant to 24 MGD, additional reservoir capacity will be needed for the protection of the system.

**Proposed Funding Source:** Water & Sewer Revenue Bonds

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											
Construction						3,000	3,000				6,000
Other											-
<b>Capital Total</b>	-	-	-	-	-	3,000	3,000	-	-	-	6,000

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating											-
Debt Cost							201	401	401	401	1,404
<b>Operating Total</b>	-	-	-	-	-	-	201	401	401	401	1,404

## Capital Improvement Program FY 2018-27

**Project Name** Water Plant Security Improvements

**Department:** Water Treatment

**Project Description:** The vulnerability assessment mandated by the Environmental Protection Agency (EPA) in FY04 identified utility sites and facilities where security improvements need to be implemented. The recent acquisition of property adjacent to the Water Treatment Plant will allow for additional perimeter fencing that will further limit access to City-owned property in and around the plant.

**Proposed Funding Source:** Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction											-
Other		100									100
<b>Capital Total</b>	-	100	-	-	-	-	-	-	-	-	100

**Operating Fund Impact:** None



## Capital Improvement Program FY 2018-27

**Project Name:** Water Plant Upgrades

**Department:** Water Treatment

**Project Description:** Improvements include rehabilitating or by passing the sedimentation basins (FY18) in order to improve operational efficiencies. Other upgrades include an improved residual handling facility (FY20), filter media addition (FY18), upgrades to the control room (FY21), and the addition of a finished water clearwell (FY25).

**Proposed Funding Source:** Water & Sewer Fund  
Water & Revenue Bonds (FY25)

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction	350		500	100				2,000			2,950
Other											-
<b>Capital Total</b>	<b>350</b>	<b>-</b>	<b>500</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>2,950</b>

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating											-
Debt Cost									134	134	-
<b>Operating Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Capital Improvement Program FY 2018-27

**Project Name:** Advanced Metering Infrastructure (AMI)

**Department:** Water Distribution

**Project Description:** Implementation of an Advanced Metering Infrastructure (AMI) system for the water distribution system will enable a smaller number of meter readers to repair/troubleshoot all utility meters. SRU will be able to provide a higher level of customer service, increase operational efficiencies and develop more accurate projections for future demands based on available data from the new metering system.

**Proposed Funding Source:** Water & Sewer Fund Balance

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction	2,000										2,000
Other											-
<b>Capital Total</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000</b>

**Operating Fund Impact:** Improvement for meter accuracy should result in higher revenue generated based on project's ROI. Operational efficiencies will include an increased level of customer service.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating	(822)	(822)	(822)	(822)	(822)	(822)	(822)	(822)	(822)	(822)	(8,220)
Debt Cost											
<b>Operating Total</b>	<b>(822)</b>	<b>(822)</b>	<b>(822)</b>	<b>(822)</b>	<b>(822)</b>	<b>(822)</b>	<b>(822)</b>	<b>(822)</b>	<b>(822)</b>	<b>(822)</b>	<b>(8,220)</b>

## Capital Improvement Program FY 2018-27

**Project Name:** Water Extensions

**Department:** Water Distribution

**Project Description:** Currently, a single water main feeds the distribution system supplying the towns of Granite Quarry and Rockwell. Multiple feeds would provide a redundant source of water and also improve the hydraulic characteristics of the distribution system (FY20). Funding for future waterline extensions for the City of Salisbury, towns of China Grove, Granite Quarry, Rockwell, and Spencer, as well as Rowan County, is also proposed.

**Proposed Funding Source:** Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction	250	250	1,250	250	250	250	250	250	250	250	3,500
Other											-
<b>Capital Total</b>	<b>250</b>	<b>250</b>	<b>1,250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>3,500</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Water Line Rehab/Replacement

**Department:** Water Distribution

**Project Description:** Much of the existing distribution system, installed 50-70 years ago, is approaching the end of its useful life. Pipe condition, as well as capacity, will require rehabilitation or replacement in the coming years. Some of this work will be accomplished utilizing trenchless rehabilitation techniques in order to minimize above ground disruptions. However, significant upsizing will require traditional "dig-and-replace" construction

**Proposed Funding Source:** Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction	250	300	350	400	450	500	550	600	650	700	4,750
Other											-
<b>Capital Total</b>	<b>250</b>	<b>300</b>	<b>350</b>	<b>400</b>	<b>450</b>	<b>500</b>	<b>550</b>	<b>600</b>	<b>650</b>	<b>700</b>	<b>4,750</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Galvanized Service Replacement Program

**Department:** Water Distribution

**Project Description:** Due to recent national incidents involving lead in drinking water, it is anticipated that future regulatory action will require an elimination of lead piping in drinking water systems. While lead services do not exist in the distribution system, lead "goosenecks" were previously used to connect galvanized service lines to the water main. SRU is in the process of identifying galvanized service lines throughout the system, in preparation for a future replacement initiative.

**Proposed Funding Source:** Water & Sewer Revenue Bonds

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction					1,000	1,000	1,000	1,000	1,000		5,000
Other											-
<b>Capital Total</b>	-	-	-	-	1,000	1,000	1,000	1,000	1,000	-	5,000

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating											-
Debt Cost						67	134	201	267	334	
<b>Operating Total</b>	-	-	-	-	-	-	-	-	-	-	-

## Capital Improvement Program FY 2018-27

**Project Name:** Elevated Water Storage Tanks

**Department:** Water Distribution

**Project Description:** The existing tanks were located to accommodate the present system. With the expansion of the water system to supply a larger service area, the need for additional storage will be necessary. This will help buffer high-demand periods at the Water Treatment Plant, correct pressure problems, and provide fire protection. Tanks will be needed in the future along Highway 70 and Highway 29 corridors, as demand grows.

**Proposed Funding Source:** Water & Sewer Revenue Bonds

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction								1,500			1,500
Other											-
<b>Capital Total</b>	-	-	-	-	-	-	-	1,500	-	-	1,500

**Operating Fund Impact:** Some impact on operations through higher debit service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating											-
Debt Cost									100	100	201
<b>Operating Total</b>	-	-	-	-	-	-	-	-	100	100	201

## Capital Improvement Program FY 2018-27

**Project Name:** Asset Management Contingency-Water

**Department:** Water Distribution

**Project Description:** SRU received funding from the NC State Water Infrastructure Authority for an Asset Inventory & Assessment grant. It is expected that additional capital improvement needs will be identified through the course of evaluating existing infrastructure assets and subsequent management plans. More detailed cost estimates will be developed as specific projects are named, and the CIP will be adjusted.

**Proposed Funding Source:** Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction					125	125	125	125	125	125	750
Other											-
<b>Capital Total</b>	-	-	-	-	125	125	125	125	125	125	750

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Sanitary Sewer Extensions

**Department:** Sanitary Sewer Collections

**Project Description:** Economic development and environmentally sensitive areas will require the extension of sanitary sewer service. Funding for future sewer extensions for the City of Salisbury, towns of China Grove, Granite Quarry, Rockwell, and Spencer, as well as Rowan County, is proposed.

**Proposed Funding Source:** Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	250	250	250	250	250	250	250	250	250	250	2,500
Other											-
<b>Capital Total</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>2,500</b>

**Operating Fund Impact:** None



## Capital Improvement Program FY 2018-27

**Project Name** Sanitary Sewer Line Rehabilitation (I&I Reduction)

**Department:** Sanitary Sewer Collections

**Project Description:** Repair aging infrastructure to be in compliance with state and federal standards once identified through regular, mandated inspections. Inflow & Infiltration (I&I) is a significant problem, as it strains existing wastewater treatment plant and sewer lift station capacity, causing occasional overflows and spills. Manholes, sanitary sewer mains, and cross connections identified by SRU staff may be targeted for major repair or replacement using this funding. Rehabilitation projects may consist of replacement, realignment, trenchless rehab, or an upgrade in pipe size to increase capacity.

**Proposed Funding Source:** Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	250	300	350	400	450	500	550	600	650	700	4,750
Other											-
<b>Capital Total</b>	<b>250</b>	<b>300</b>	<b>350</b>	<b>400</b>	<b>450</b>	<b>500</b>	<b>550</b>	<b>600</b>	<b>650</b>	<b>700</b>	<b>4,750</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2018-27

**Project Name:** Sanitary Sewer Interceptor Rehabilitation

**Department:** Sanitary Sewer Collections

**Project Description:** Much of the existing gravity interceptors were installed 30-40 years ago and are approaching the end of useful life. Pipe condition, as well as capacity, will require rehabilitation or replacement in the coming years. Some of this work will be accomplished utilizing trenchless rehabilitation techniques in order to minimize above ground disruptions. However, significant upsizing will require traditional "dig-and-replace" construction. Assessments are planned for the older sections of the Grant Creek, Town Creek, and Crane Creek interceptors in the next 1-2 years.

**Proposed Funding Source:** Water & Sewer Revenue Bonds

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		1,000	2,000			2,000	2,000				7,000
Other											-
<b>Capital Total</b>	-	1,000	2,000	-	-	2,000	2,000	-	-	-	7,000

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating											-
Debt			67	201	201	201	334	468	468	468	2,407
<b>Operating Total</b>	-	-	67	201	201	201	334	468	468	468	2,407

## Capital Improvement Program FY 2018-27

**Project Name:** Lift Stations Upgrades & Eliminations

**Department:** Sewer Lift Stations

**Project Description:** Sanitary sewer lift stations create a single point of failure and often limit capacity in the collection system, with higher operational and maintenance costs. When possible, lift stations are eliminated through the installation of gravity sewer extensions. Hitachi (FY19) and St. Luke's (FY20) are scheduled for elimination. Crane Creek lift station cannot be eliminated and is currently under design for improvements that will increase efficiency and capacity, as well as operational redundancy.

**Proposed Funding Source:** Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	500	925	500								1,925
Other											-
<b>Capital Total</b>	<b>500</b>	<b>925</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,925</b>

**Operating Fund Impact:** Replace aging infrastructure, increase capacity, regulatory compliance. Net positive impact on operational costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating		(15)	(27)	(27)	(27)	(27)	(27)	(27)	(27)	(27)	(231)
Debt Cost											
<b>Operating Total</b>	<b>-</b>	<b>(15)</b>	<b>(27)</b>	<b>(27)</b>	<b>(27)</b>	<b>(27)</b>	<b>(27)</b>	<b>(27)</b>	<b>(27)</b>	<b>(27)</b>	<b>(231)</b>

## Capital Improvement Program FY 2018-27

**Project Name:** Wastewater Treatment Plant Improvements

**Department:** Wastewater Treatment

**Project Description:** Improvements and upgrades to the wastewater treatment facilities are required in order to maintain regulatory compliance and repair/replace aging equipment.

Projects include:

- Grant Creek influent pump station and headworks replacement
- Town Creek access road re-route
- Septage receiving station
- Nutrient removal upgrades
- Flow equalization

**Proposed Funding Source:** Water & Sewer Revenue Bonds

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction	5,500	5,500	1,750					6,000	6,000		24,750
Other											-
<b>Capital Total</b>	<b>5,500</b>	<b>5,500</b>	<b>1,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,000</b>	<b>6,000</b>	<b>-</b>	<b>24,750</b>

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating											-
Debt Cost		368	735	852	852	852	852	852	1,254	1,655	8,273
<b>Operating Total</b>	<b>-</b>	<b>368</b>	<b>735</b>	<b>852</b>	<b>852</b>	<b>852</b>	<b>852</b>	<b>852</b>	<b>1,254</b>	<b>1,655</b>	<b>8,273</b>

## Capital Improvement Program FY 2018-27

**Project Name:** Asset Management Contingency-Wastewater

**Department:** Wastewater Treatment

**Project Description:** SRU received funding from the NC State Water Infrastructure Authority for an Asset Inventory & Assessment grant. It is expected that additional capital improvement needs will be identified through the course of evaluating existing infrastructure assets and subsequent management plans. More detailed cost estimates will be developed as specific projects are named, and the CIP will be adjusted.

**Proposed Funding Source:** Water & Sewer Fund

	FY-18	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction					125	125	125	125	125	125	750
Other											-
<b>Capital Total</b>					125	125	125	125	125	125	750

**Operating Fund Impact:** None



## DEBT MANAGEMENT PROGRAM

### OUTSTANDING DEBT

As of June 30, 2017, the City of Salisbury will have \$57,688,859 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
Installment Purchases	<u>\$ 2,982,289</u>
Water and Sewer Fund:	
Revenue Bonds	\$ 22,777,242
Capital Leases/Installment Purchases	2,749,328
State Clean Water Revolving Loans	<u>1,830,000</u>
	<u>\$ 27,356,570</u>
Fibrant Communications Fund:	
Installment Purchases	<u>\$ 27,170,000</u>
HUD Fund:	
Section 108 Loan	<u>\$ 180,000</u>
Total	<u>\$ 57,688,859</u>

### General Fund/General Fund Capital Reserve Fund

The City has entered into various installment purchase contracts to finance the acquisition and renovation of various equipment and facilities. These installment purchase contracts are as follows:

	<b>Balance June 30, 2017</b>
\$3,565,680 Installment Purchase Contract for construction and facilities, improvements, rate of 3.83%, issued May 2006, payable in 30 semi-annual payments of \$118,856 principal plus interest	\$ 950,848
\$690,000 Refunding Installment Purchase Contract dated September 14, 2016, interest rate 2.06%, payable in 3 annual principal payments, plus semi-annual interest payments	460,000
\$2,417,601 Installment Purchase Contract to purchase telecommunications equipment, rate of 1.85%, issued August 2013, payable in 20 semi-annual payments of \$120,880 principal plus interest	<u>1,571,441</u>
	<u><u>\$ 2,982,289</u></u>

Future maturities and interest on General Fund long-term debt are:

<b>Year Ending</b>	<b>Installment Purchases</b>	
<b>June 30,</b>	<b>Principal</b>	<b>Interest</b>
2018	709,472	84,899
2019	709,472	60,335
2020	479,472	35,196
2021	479,472	21,600
2022	241,760	10,194
2023	241,760	5,659
2024	<u>120,880</u>	<u>1,124</u>
Totals	<u>\$ 2,982,289</u>	<u>\$ 219,007</u>

## Water and Sewer Fund

Long-term debt of the Water and Sewer Fund includes the following revenue bond issues:

	<b><u>Balance June 30, 2017</u></b>
Revenue Bonds 2006, average rate of 3.99%, issued December 2006, maturing serially to 2026	\$ 3,440,242
Revenue Bonds 2009, average rate of 4.14%, issued October 2009, maturing serially to 2025	3,657,000
Refunding Water and Sewer Series 2010, average rate of 3.0425%, issued November 2010, maturing serially to 2027	10,945,000
Refunding Water and Sewer Series 2012, rate of 2.615%, issued April 2012, maturing serially to 2028	<u>4,735,000</u>
	<u><u>\$22,777,242</u></u>

The Revenue Bond General Trust Indenture requires that the City must maintain certain debt covenants relating to reporting requirements, annual budgets, and minimum utility funds revenues. Net revenues available for revenue bond debt service cannot be less than 120% of the long-term debt service requirement for parity indebtedness and 100% for all general obligation debt. The calculations of the City's revenue bond coverage for the last three years are as follows:

Fiscal Year	Gross Revenues (1)	Operating Expenditures(2)	Net Revenues Available for Revenue Bond Debt Service	Debt Service Requirements (3)		Coverage Ratios	
				Parity Debt	All Debt	Parity Debt	All Debt
2014	22,861,204	14,238,470	8,622,734	3,009,771	6,216,842	286.49%	138.70%
2015	24,410,819	14,465,712	9,945,107	3,010,325	6,292,092	330.37%	158.06%
2016	23,734,822	14,690,866	9,043,956	3,012,537	5,218,769	300.21%	173.30%

(1) Total operating revenues plus investment earnings exclusive of revenue bond investment earnings.

(2) Total operating expenses exclusive of depreciation.

(3) Parity debt includes revenue bonds only.

The City has entered into various agreements to lease certain water and sewer distribution systems. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception. Interest rates on these agreements range from 3.385% to 5.6%. The City has recorded water and sewer assets related to these leases at the City's cost of \$17,068,063. The future minimum lease payments at June 30, 2017 total \$1,909,269, including \$221,282 of interest. Upon completion of these lease payments, the City will take ownership of the related assets.

On August 7, 2013, the City entered into an installment purchase contract for telecommunications equipment in the amount of \$1,292,399, at a rate of 1.85%, payable in 20 semi-annual payments of \$64,620 principal, plus interest.

In addition to this debt, the City also owes the State of North Carolina for debt issued through its Clean Water Revolving Loan program. One of these loans were refinanced by the State of North Carolina reducing their average interest rate from 5.03% to 3.43% resulting in total savings over the remaining lives of the loans of \$573,284. Total Clean Water Debt is composed of the following two loans:

	<b><u>Balance June 30, 2017</u></b>
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued November 1989, revised May 1, 2003, to 3.43%, maturing serially to 2020	\$ 450,000
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued June 2000, maturing serially to 2020	<u>1,380,000</u>
	<u><u>\$ 1,830,000</u></u>



Future maturities and interest of Water and Sewer Fund for all types of long-term debt are:

Year Ending June 30,	Revenue Bonds		Clean Water Bonds		Caplt Leases/Instmt Purchases		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2018	2,103,118	907,834	610,000	47,580	398,730	65,701	3,111,847	1,021,115
2019	2,026,435	838,928	610,000	31,720	388,730	54,776	3,025,165	925,424
2020	2,107,251	753,838	610,000	15,860	368,730	44,401	3,085,981	814,098
2021	2,188,586	674,721	-	-	348,730	35,209	2,537,316	709,929
2022	2,280,461	582,587	-	-	338,729	27,130	2,619,190	609,717
2023	2,374,898	486,362	-	-	338,729	19,655	2,713,627	506,017
2024	2,480,920	385,962	-	-	190,203	12,180	2,671,123	398,142
2025	2,577,550	280,842	-	-	125,582	8,684	2,703,132	289,526
2026	2,142,813	182,801	-	-	125,582	5,789	2,268,396	188,590
2027	2,010,210	92,587	-	-	125,583	2,895	2,135,793	95,481
2028	485,000	11,737	-	-	-	-	485,000	11,737
Totals	<u>\$ 22,777,242</u>	<u>\$ 5,198,198</u>	<u>\$ 1,830,000</u>	<u>\$ 95,160</u>	<u>\$ 2,749,328</u>	<u>\$ 276,420</u>	<u>\$ 27,356,571</u>	<u>\$ 5,569,777</u>

### Fibrant Communications Fund

Long-term debt of the Fibrant Communications Fund includes the following installment purchase debt issue:

	<b>Balance</b>
	<b><u>June 30, 2017</u></b>
Installment Purchase Refunding, issued December 2008, revised September 2016, rate 2.06%, maturing 2029	<u>\$ 27,170,000</u>

In December 2008, the City issued \$33,560,000 in Series 2008 certificates of participation. This issue was part of a larger issue that totaled \$35,865,000 in Series 2008 certificates of participation. The \$33,560,000 was issued at an average coupon rate of 5.33%, maturing serially to 2029. In April 2013, the City issued \$16,928,000 in Refunding Certificates of Participation to refund a portion of the Series 2008. The City completed the refunding to reduce its total debt service payments by \$2,086,141 and to obtain an economic gain (difference between the present value of the old and new debt service payments) of \$1,968,375. On September 14, 2016, the City completed a \$29.68 million Installment Financing refunding to advanced refund the \$30.983 million outstanding Certificates of Participation above. As a result of this refunding, the Certificates of Participation were considered to be defeased. The City completed the advance refunding to reduce its total debt service payments over 13 years by \$5,599,305.

Future maturities and interest on Fibrant Communications Fund long-term debt are:

Year Ending June 30,	Installment Purchases	
	Principal	Interest
2018	2,030,000	546,753
2019	2,070,000	511,122
2020	2,105,000	475,242
2021	2,145,000	431,879
2022	2,195,000	387,692
2023	2,235,000	532,475
2024	2,280,000	296,434
2025	2,330,000	249,466
2026	2,375,000	201,468
2027	2,425,000	152,543
2028	2,475,000	102,588
2029	<u>2,505,000</u>	<u>51,603</u>
Totals	<u>\$ 27,170,000</u>	<u>\$ 3,939,265</u>

## Special Revenue Fund

The City borrowed funds on loan from the U. S. Department of Housing and Urban Development pursuant to Section 108 of Title I of the Community Development Act of 1974. The loan was used to renovate two buildings to form a new community center. The City borrowed a total of \$596,000 under this loan.

Future maturities and interest are:

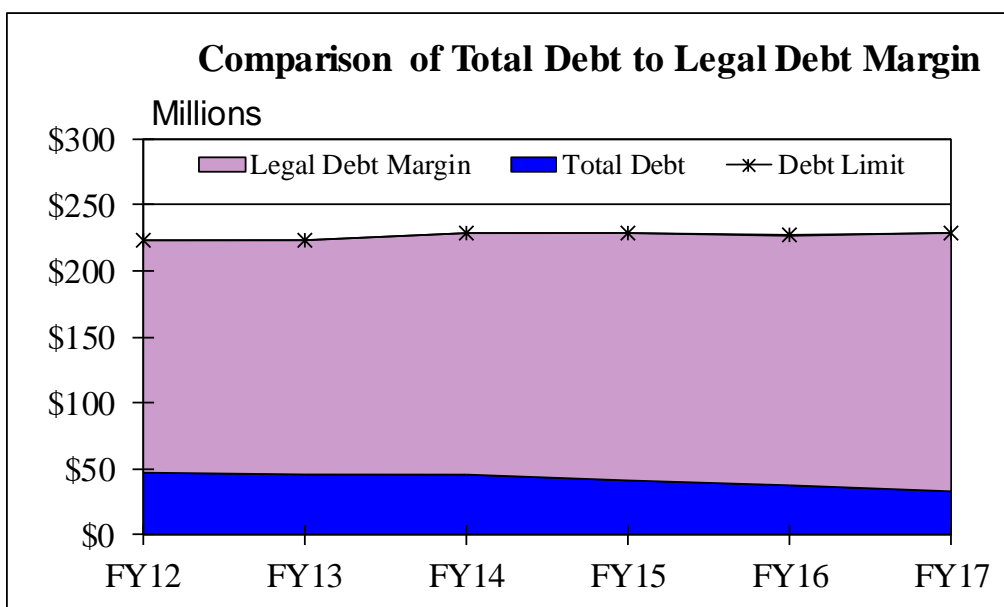
Year Ending June 30,	HUD Section 108 Loan	
	Principal	Interest
2018	32,000	8,995
2019	32,000	7,288
2020	34,000	5,499
2021	34,000	3,630
2022	34,000	1,740
2023	14,000	395
Totals	\$ 180,000	\$ 27,546

## PROPOSED DEBT

The City of Salisbury anticipates purchasing two fire trucks, to replace existing trucks, during FY2017-18. The City plans to use lease purchase financing totaling \$2,170,305 for these replacement vehicles. The estimated funding for this lease is September 2017 and \$190,143 has been budgeted, in the General Fund, for one half of a year's principal and interest for this lease.

## LEGAL DEBT MARGIN

As shown on the graph below, the City has maintained an ample legal debt margin. This margin is based on a debt limit of 8% of assessed valuation less total debt as required by North Carolina General Statutes. The margin allows for the incurring of proposed debt to finance the needed infrastructure projects and equipment as outlined in the CAPITAL IMPROVEMENT PROGRAM section. Furthermore, the City complies with the Debt Management Policy as defined in the FINANCIAL MANAGEMENT POLICIES.



Computation of Legal Debt Margin at June 30, 2017

Debt limit: Total assessed value of \$2,861,904,252 x 8% \$ 228,952,340

Amount of debt applicable to debt limit:

Total capitalized lease & installment purchase obligations

General Fund \$ 2,982,289

Water & Sewer Fund 2,749,328

Fibrant Communications Fund 27,170,000

Total amount of debt applicable to debt limit 32,901,617

LEGAL DEBT MARGIN \$ 196,050,723

**DIRECT AND OVERLAPPING DEBT**

The table below shows the computation of direct and overlapping debt from the City and Rowan County. These amounts are as of June 30, 2016.

<u>Governmental Unit</u>	<u>Debt Outstanding</u>	<u>Estimated Percentage Applicable</u>	<u>Estimated Share of Overlapping Debt</u>
Debt repaid with property taxes: Rowan County	\$ 63,247,509	23.50%	\$ 14,864,311
City of Salisbury direct debt			<u>8,438,898</u>
Total direct and overlapping debt			<u><u>\$ 23,303,209</u></u>

Sources: Assessed value data used to estimate applicable percentages and outstanding debt data provided by Rowan County Finance Department.

Note: Overlapping governments are those that coincide, at least in part, with the geographic boundaries of the city. This schedule estimates the portion of the outstanding debt of those overlapping governments that is borne by the residents and businesses of the City of Salisbury. This process recognizes that, when considering the government's ability to issue and repay long-term debt, the entire debt burden borne by the residents and businesses should be taken into account. However, this does not imply that every taxpayer is a resident, and therefore responsible for repaying the debt, of each overlapping government.



# **PERFORMANCE MEASUREMENT**

## **North Carolina Benchmarking Project**

This section summarizes Salisbury's results in the North Carolina Benchmarking Project. The following pages present performance and cost information for the City of Salisbury in comparison to 15 other cities participating in the project along with explanatory information about the services. This information is reprinted from the School of Government report entitled "North Carolina Benchmarking Project – Final Report on City Services for Fiscal Year 2016-17 Performance and Cost Data" dated February 2017. Specific information on the other cities' results and a discussion about the performance measures can be found in the official publication.

### **The Benchmarking Project**

The North Carolina Benchmarking Project is an ongoing effort by several cities in North Carolina to both measure and compare local government services and costs and to identify "best practices". The City of Salisbury is a long-standing participant in the Benchmarking Project, which includes the cities of Apex, Asheville, Burlington, Cary, Chapel Hill, Charlotte, Concord, Greensboro, Greenville, Hickory, High Point, Raleigh, Salisbury, Wilson, Winston Salem. Coordinated by the School of Government at the University of North Carolina, Chapel Hill, the report analyzed the following local services: residential refuse collection, household recycling, yard waste and leaf collection, police services, emergency communications, asphalt maintenance and repair, fire services, fleet maintenance, human resources, water production and distribution, wastewater collection and treatment, and parks and recreation services.

The scope and purpose of the North Carolina Benchmarking Project includes the following:

- Developing methods for North Carolina's cities to use in their efforts to measure, assess, and improve the performance and costs of public services and test and refine these methods by applying them to a select group of local government services
- Producing reliable data that the participating local jurisdictions can use in assessing the performance and costs of the services studied in the project
- Providing information to help local governments identify performance benchmarks as well as innovative or improved methods of service delivery
- Identifying and adopting best practices

By participating in the Benchmarking Project, local governments receive comparative performance and cost data to track their performance and costs in relation to other local governments, along with their own historical performance and cost data. By using this information, local governments strive to provide services more efficiently and cost-effectively to the citizens we serve.

### **Performance Measurement as Standard Management Practice in Salisbury**

The City of Salisbury has committed to continuing in the North Carolina Benchmarking Project in FY2017-18 and beyond.

Fiscal Year 2015–16

**Explanatory Information****Service Level and Delivery**

Salisbury provides residential refuse collection service once per week at curbside. Backyard collection service is provided for disabled customers only. The City charges a monthly fee of \$15.12 for all solid waste collection.

The City employed collection workers going out with one person during FY 2015–16 typically in four trucks. Fifteen collection routes were used, with an average of one ten-mile trip per route per day to the landfill.

Each resident has one 96 gallon roll-out cart provided and paid for by the City. A second cart may be obtained. The city collected 8,694 tons of residential refuse during FY 2015–16, at a cost per ton of \$86. Not included in the cost per ton was a \$36 landfill tipping fee.

Salisbury defines its semi-automated packers as low-entry compactors that can be driven from either side of the truck, with the refuse being dumped in the rear of the truck from roll-out carts. The City is relying mostly on one-arm collection trucks.

**Conditions Affecting Service, Performance, and Costs**

Salisbury's total tons collected includes bulk trash, which is collected along with residential refuse and cannot be separated for reporting purposes.

**Municipal Profile**

Population (OSBM 2015)	34,285
Land Area (Square Miles)	22.22
Persons per Square Mile	1,543
Median Family Income U.S. Census 2010	\$40,192

**Service Profile**

FTE Positions—Collection	5.0
FTE Positions—Other	1.0
Type of Equipment	3 automated packers 1 packers
Size of Crews (most commonly used)	1 & 2 person
Weekly Routes	15
Average Distance to Disposal Site	10 miles
Average Daily Trips to Disposal Site	1
Percentage of Service Contracted	0%
Collection Frequency	1 x week
General Collection Location	Curbside
Residential Customers (number represents collection points)	11,095
Tons Collected	8,694
Monthly Service Fee	\$15.12

**Full Cost Profile**

Cost Breakdown by Percentage	
Personal Services	48.3%
Operating Costs	23.7%
Capital Costs	28.0%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$360,326
Operating Costs	\$176,883
Capital Costs	\$209,157
TOTAL	\$746,366

# Salisbury

# Residential Refuse Collection

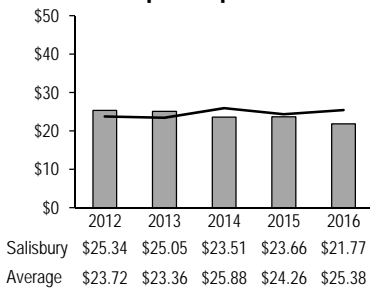
Key: Salisbury ■

Benchmarking Average —

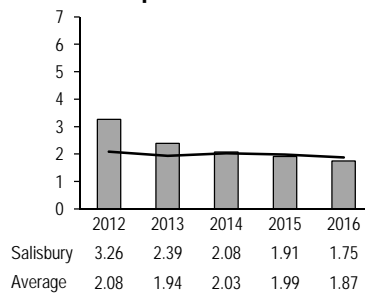
Fiscal Years 2012 through 2016

## Resource Measures

**Residential Refuse Collection  
Costs per Capita**

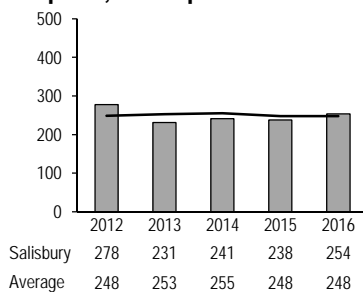


**Residential Refuse FTEs per 10,000  
Population**

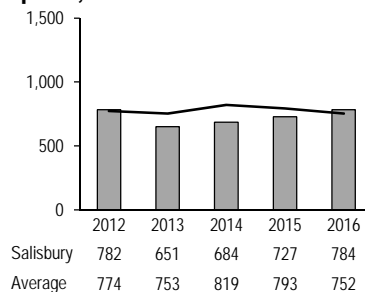


## Workload Measures

**Residential Refuse Tons  
per 1,000 Population**

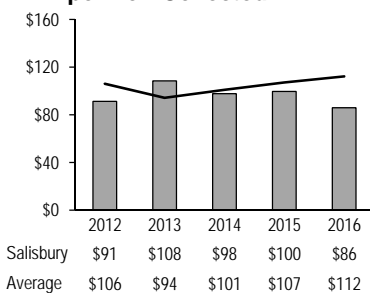


**Residential Refuse Tons  
per 1,000 Collection Points**

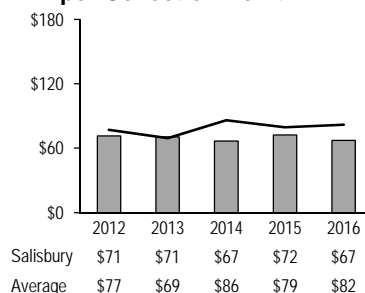


## Efficiency Measures

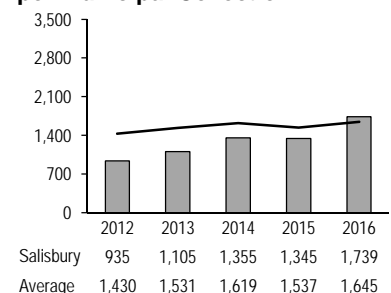
**Residential Refuse Collection Cost  
per Ton Collected**



**Residential Refuse Collection Cost  
per Collection Point**

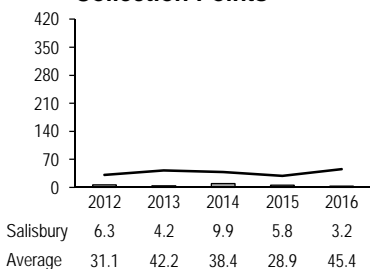


**Refuse Tons Collected  
per Municipal Collection FTE**

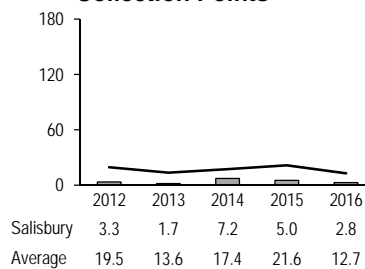


## Effectiveness Measures

**Complaints per 1,000  
Collection Points**



**Valid Complaints per 1,000  
Collection Points**



Fiscal Year 2015–16

## Explanatory Information

**Service Level and Delivery**

Salisbury provides every other week curbside collection of recyclable materials from households. The city charged a monthly recycling fee of \$4.03 in FY 2015–16. The city provides and pays for the 96 gallon recycling roll-out containers that residents use. The city contracts 100 percent of its recycling program. Recyclables are collected by the contractor and taken to the recycling site.

The recyclable materials collected include:

- glass (all colors)
- newspaper
- magazines and catalogs
- mixed paper and mail
- telephone books
- cardboard—broken down and cereal boxes
- all plastics
- aluminum cans
- steel cans.

**Conditions Affecting Service, Performance, and Costs**

The set-out rate was reported monthly by the contractor. The City reserves the right to conduct unannounced follow-up inspections of the collection process.

## Municipal Profile

Population (OSBM 2015)	34,285
Land Area (Square Miles)	22.22
Persons per Square Mile	1,543
Median Family Income U.S. Census 2010	\$40,192

## Service Profile

FTE Positions—Collection	Contractor
FTE Positions—Other	Contractor
Number of City Drop-Off Centers	0
Other Drop-Off Centers	0
Percentage of Service Contracted	100%
Collection Frequency	Every 2 weeks
General Collection Location	Curbside
Recyclables Sorted at Curb	No
Collection Points	11,095
Tons of Recyclables Collected	
Curbside	1,519
City Drop-Off Centers	0
Total Tons Collected	1,519
Monthly Service Fee	\$4.03
Revenue from Sale of Recyclables	\$0
Sale Revenue as Percentage of Cost	NA

## Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	0.0%
Operating Costs	100.0%
Capital Costs	0.0%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$0
Operating Costs	\$319,466
Capital Costs	\$0
TOTAL	\$319,466



# Salisbury

# Household Recycling

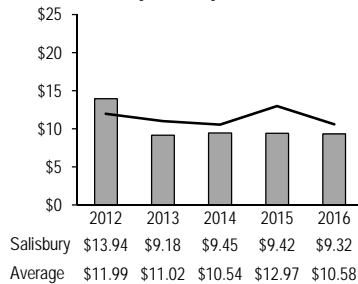
Key: Salisbury ■

Benchmarking Average —

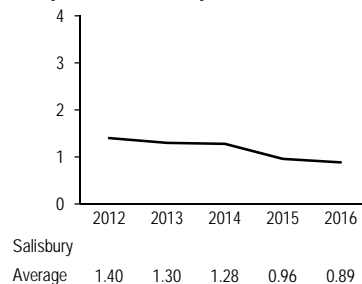
Fiscal Years 2012 through 2016

## Resource Measures

**Recycling Services  
Cost per Capita**

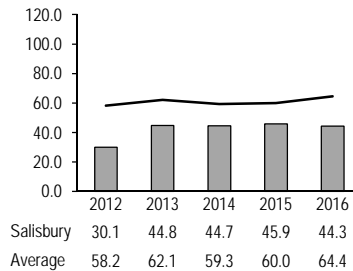


**Recycling Services FTEs  
per 10,000 Population**

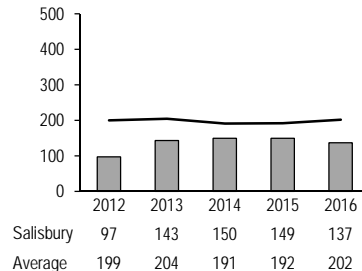


## Workload Measures

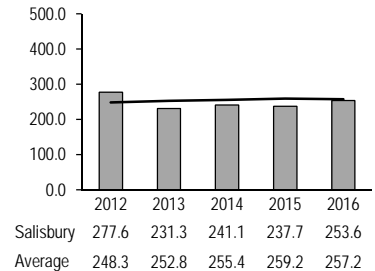
**Tons Recyclables Collected  
per 1,000 Population**



**Tons Recyclables Collected  
per 1,000 Collection Points**

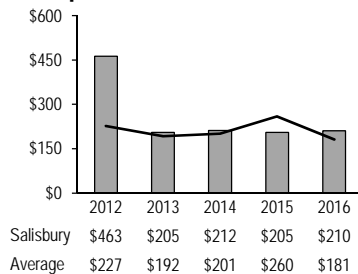


**Tons Solid Waste Landfilled  
per 1,000 Population**

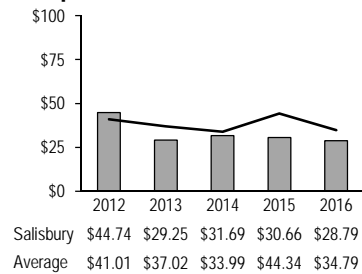


## Efficiency Measures

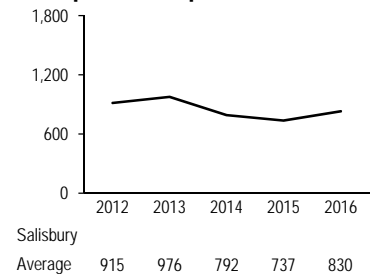
**Recycling Services Cost  
per Ton Collected**



**Recycling Services Cost  
per Collection Point**

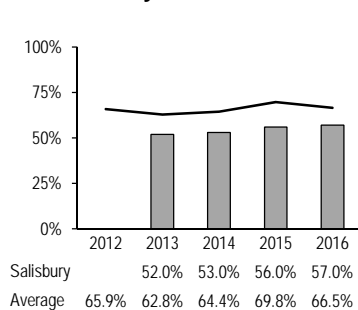


**Tons Collected Curbside  
per Municipal FTE**

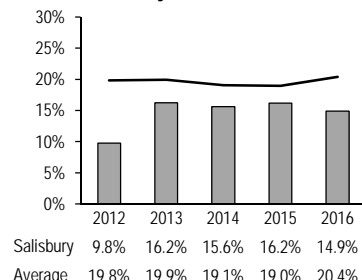


## Effectiveness Measures

**Community Set-Out Rate**



**Tons Recycled as Percentage of Tons  
Refuse and Recyclables Collected**



Fiscal Year 2015–16

**Explanatory Information****Service Level and Delivery**

Yard waste is picked up weekly at the curb in Salisbury. Yard waste includes limbs, shrubs, bagged grass clippings, and bagged leaves. It is collected the same day as trash and recycling materials for city residents.

The City uses two or three two-person crews, each consisting of a driver and laborer, on packer trucks for yard waste collection. One to two additional two-member crews operating two knuckleboom trucks collect large brush piles and limbs. One supervisor patrols the routes throughout the day, coordinating pick-ups and responding to citizen requests.

Loose leaves are collected curbside during leaf season, which runs from mid-October through March. Loose leaves are collected every third week during leaf season. Bagged leaves are collected as part of the weekly yard waste program.

One to seven crews, each composed of an operator, a street maintenance worker, and a seasonal worker, are used for the annual leaf collection program. This service includes costs to manage a treatment and process site where material is ground up and a composting site. Three positions operate these sites and are included in the positions.

**Conditions Affecting Service, Performance, and Costs**

The startup of the Salisbury composting site caused some of the data on tons of material collected to be lost during the transition. The tonnage numbers reported for FY2014–15 are lower than the actual but an adjustment was not possible.

**Municipal Profile**

Population (OSBM 2015)	34,285
Land Area (Square Miles)	22.22
Persons per Square Mile	1,543
Median Family Income U.S. Census 2010	\$40,192

**Service Profile**

FTE Positions—Collection	8.0
FTE Positions—Other	0.75
Collection Frequency	
Yard Waste	1 x week
Seasonal Leaf Collection	1 x 3 weeks
Collection Points	10,961
Tons Collected	
Yard Waste	9,562
Seasonal Leaves	<u>2,366</u>
Total Tons Collected	11,928
Monthly Service Fee	No

**Full Cost Profile**

Cost Breakdown by Percentage	
Personal Services	58.5%
Operating Costs	30.1%
Capital Costs	<u>11.3%</u>
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$356,970
Operating Costs	\$183,708
Capital Costs	<u>\$69,048</u>
TOTAL	\$609,726

# Salisbury

# Yard Waste/Leaf Collection

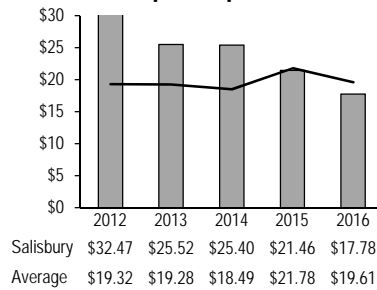
Key: Salisbury ■

Benchmarking Average —

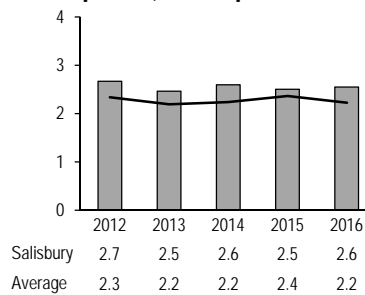
Fiscal Years 2012 through 2016

## Resource Measures

**Yard Waste and Leaf Collection  
Costs per Capita**

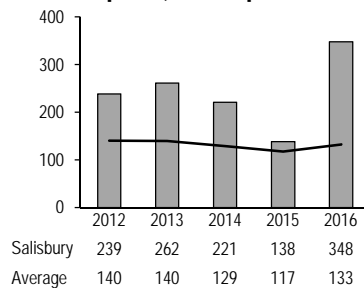


**Yard Waste and Leaf Collection  
FTEs per 10,000 Population**

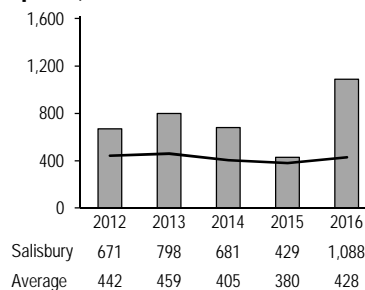


## Workload Measures

**Yard Waste and Leaf Tons  
Collected per 1,000 Population**

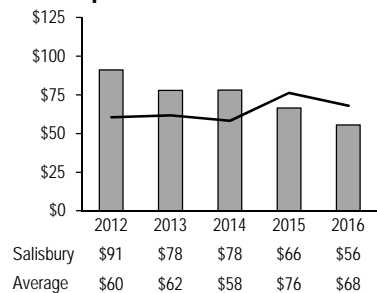


**Yard Waste and Leaf Tons Collected  
per 1,000 Collection Points**

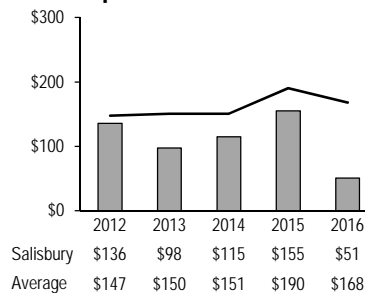


## Efficiency Measures

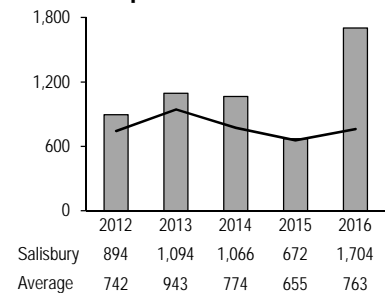
**Yard Waste and Leaf Collection  
Cost per Collection Point**



**Yard Waste and Leaf Collection  
Cost per Ton Collected**

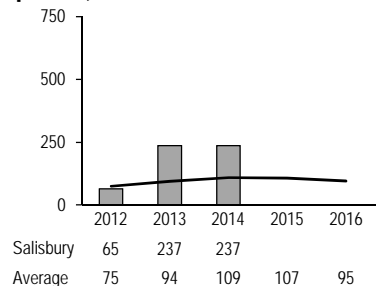


**Yard Waste and Leaf Tons  
Collected per Collection FTE**

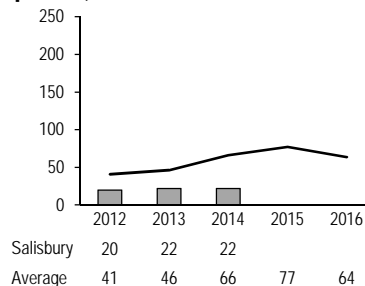


## Effectiveness Measures

**Collection Complaints  
per 10,000 Collection Points**



**Valid Complaints  
per 10,000 Collection Points**



## Fiscal Year 2015–16

## Explanatory Information

**Service Level and Delivery**

Salisbury's police department provides an array of police services, including patrol, investigations, traffic, canine, special response, bicycle patrol, drug enforcement units, a school program, and other programs.

The city had 81 sworn officer positions authorized for the fiscal year, with an average length of service of 9.7 years. The police department is located in a two-story facility.

Uniformed officers work a variety of shift schedules. The most common schedule is one 12 hour shift, with two days on and two off, three days on and two off, and then two days on and three off. A few officers work 10.5-hour shifts, with four days on and three off. This 10.5-hour shift serves as flex coverage during the day's heaviest call volume period and can be moved according to departmental need.

Sworn officers who serve in an on-call capacity are permitted to take their assigned vehicles to their residence up to a maximum of a 30 mile radius from the Police Department. Sworn officers not serving in an on-call capacity who reside anywhere within Rowan County regardless or those who live outside of Rowan County but within 15 miles are able to have the benefit without charge of driving their assigned vehicle to their residence.

The police department was successful in clearing a total of 553 Part I cases in FY 2015–16.

The city defines high priority emergency calls as those involving crimes that are in progress or calls that are life-threatening or potentially life-threatening.

**Conditions Affecting Service, Performance, and Costs**

The average response time to high priority calls reflects the response time of the first arriving unit. Self-initiated calls with a response time of zero are included in the average response time to high priority calls.

Salisbury has increased special initiatives to reduce crime, such as through projects aimed at "hot spots" and aggressive prosecutions through Project Safe.

## Municipal Profile

Population (OSBM 2015)	34,285
Land Area (Square Miles)	22.22
Persons per Square Mile	1,543
Median Family Income U.S. Census 2010	\$40,192

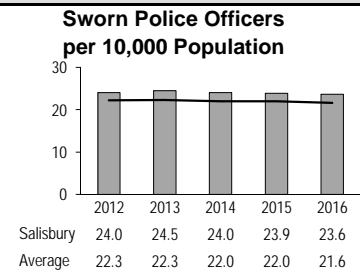
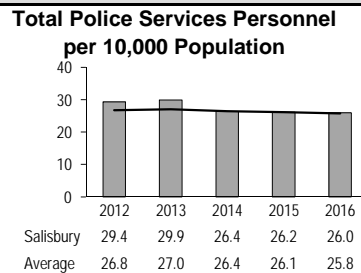
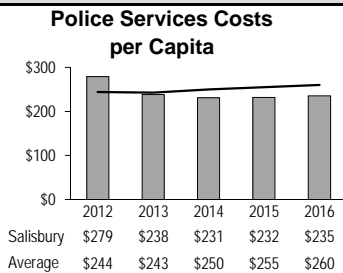
## Service Profile

FTE Positions—Sworn	81.0
FTE Positions—Other	8.0
Marked and Unmarked Patrol Vehicles	92
Part I Crimes Reported	
Homicide	7
Rape	10
Robbery	75
Assault	110
Burglary	344
Larceny	1,184
Auto Theft	57
Arson	6
TOTAL	1,793
Part II Crimes Reported	2,521
Part I Crimes Cleared	
Persons	77
Property	476
TOTAL	553
Reporting Format	IBR
Number of Calls Dispatched	41,606
Number of Traffic Accidents	1,867
Property Damage for Accidents	NA

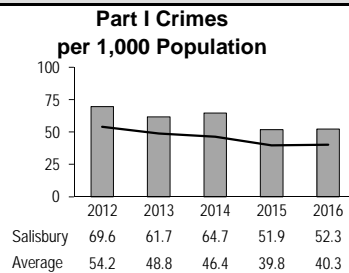
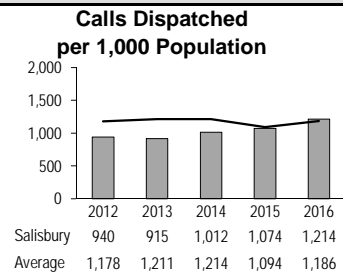
## Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	69.0%
Operating Costs	19.5%
Capital Costs	11.5%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$5,571,270
Operating Costs	\$1,571,067
Capital Costs	\$928,651
TOTAL	\$8,070,988

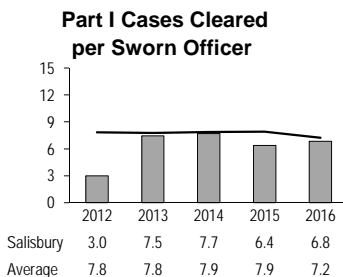
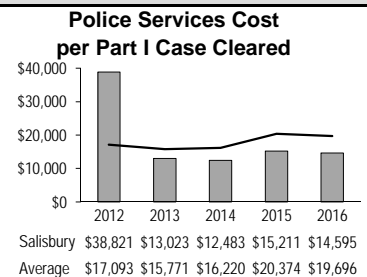
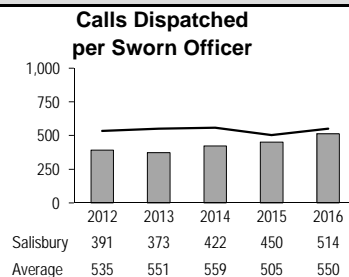
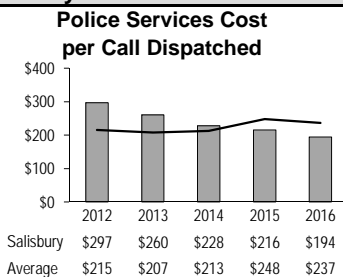
## Resource Measures



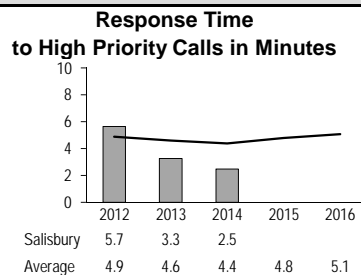
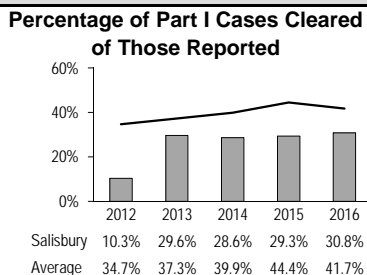
## Workload Measures



## Efficiency Measures



## Effectiveness Measures



## Fiscal Year 2015–16

## Explanatory Information

**Service Level and Delivery**

The City of Salisbury was responsible for maintaining approximately 345 lane miles during FY 2015–16. The city treated a total of 6.7 lane miles, or 1.9 percent of total lane miles.

The city lane miles that were treated used rehabilitation, which includes resurfacing following milling. This work was done by contractors. The contractors used a total of 3,480 tons of asphalt, and the average resurfacing depth used by the contractors was 1.5 inches.

The City reported that 67 percent of its lane miles rated 85 or above on its most recent pavement condition rating, conducted in 2010. The City used a consultant for the rating, who relied on the Institute for Transportation Research and Education (ITRE) rating system.

The number of potholes reported for FY 2015–16 was 424. The percentage of potholes repaired within 24 hours was 95 percent. A total of 109 utility cuts were also made, with the city repairing all of these. Additionally, 263 maintenance patches were done, which are not included in the pothole or utility cut numbers.

## Municipal Profile

Population (OSBM 2015)	34,285
Land Area (Square Miles)	22.22
Persons per Square Mile	1,543

Topography	Flat; gently rolling
Climate	Temperate; little ice and snow

## Service Profile

FTE Positions—Crews	4.00
FTE Positions—Other	0.25

Lane Miles Maintained	345.2
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Lane Miles Treated	
Preservation	0.0
Resurfacing	0.0
Rehabilitation	6.7
TOTAL	6.7

Total Costs for All Treatment Types	\$385,765
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Potholes Repaired	424
-------------------	-----

Number of Utility Cuts	109
------------------------	-----

Number of Maintenance Patches (exclusive of potholes and utility cuts)	263
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Average Cost per Ton of Hot Asphalt during Year	\$90.00
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## Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	10.1%
Operating Costs	55.9%
Capital Costs	34.1%
TOTAL	100.0%

Cost Breakdown in Dollars	
Personal Services	\$116,611
Operating Costs	\$646,583
Capital Costs	\$394,274
TOTAL	\$1,157,468

# Salisbury

# Asphalt Maintenance and Repair

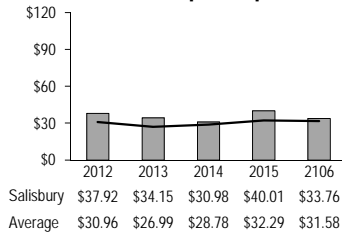
Key: Salisbury ■ Benchmarking Average —

Benchmarking Average —

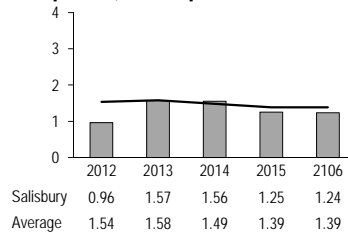
Fiscal Years 2012 through 2016

## Resource Measures

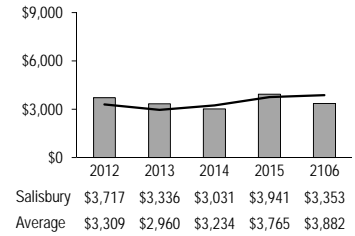
**Asphalt Maintenance and Repair Services Costs per Capita**



**Asphalt Maintenance and Repair FTEs per 10,000 Population**

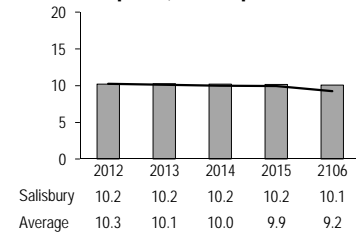


**Service Costs per Lane Mile of Road Maintained**

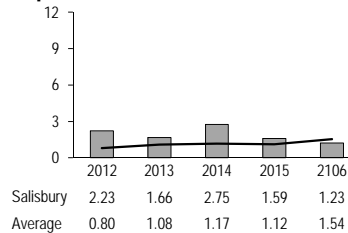


## Workload Measures

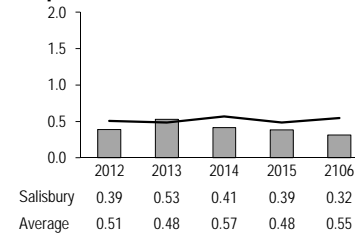
**Number of Lane Miles Maintained per 1,000 Population**



**Reported Potholes per Lane Mile Maintained**

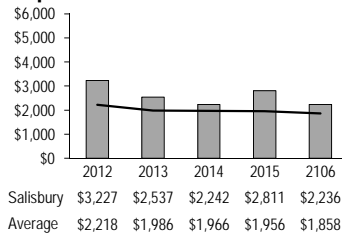


**Repaired Utility Cuts per Lane Mile Maintained**

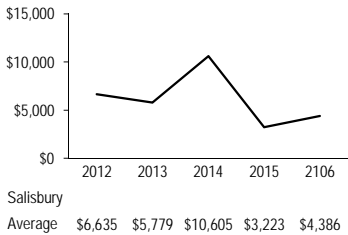


## Efficiency Measures

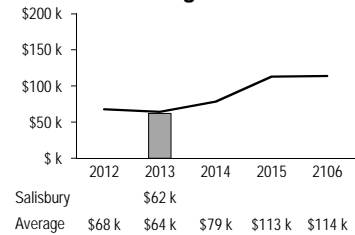
**Cost of Maintenance per Lane Mile Maintained**



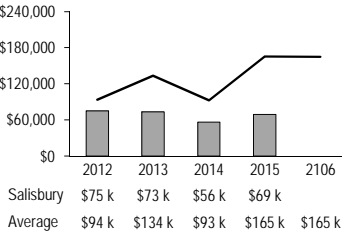
**Cost per Lane Mile for Preservation Treatment**



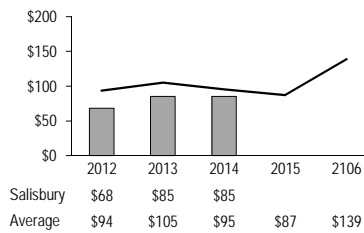
**Cost per Lane Mile for Resurfacing Treatment**



**Cost per Lane Mile for Rehabilitation Treatment**

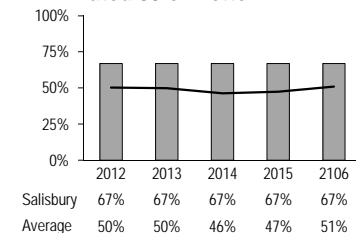


**Cost per Ton for Contract Resurfacing**

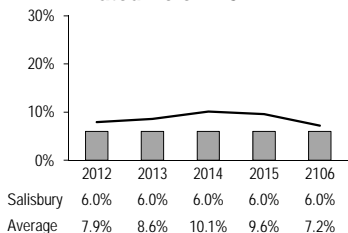


## Effectiveness Measures

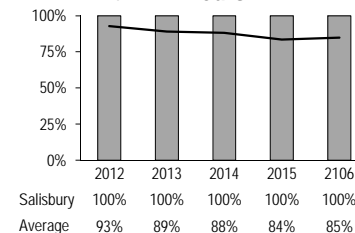
**Percent of Lane Miles Rated 85 or Better**



**Percent of Lane Miles Rated Below 45**



**Percentage of Potholes Repaired within 24 hours**



## Fiscal Year 2015–16

## Explanatory Information

**Service Level and Delivery**

The purpose of the Salisbury Fire Department is to provide capable, well-trained personnel and necessary equipment to suppress fires and effectively manage hazardous chemical accidents that may occur in the community related to transportation or industry; to provide rescue services as needed and basic life support through an updated First Responder Program; and to work toward a more fire-safe community through loss prevention activities, including inspections, code enforcement, minimum housing activities, and public education programs.

The fire department contains the following divisions: fire control, loss prevention, training, and logistics.

The shift schedule for the fire department is 24 hours on and 48 hours off for three cycles. There are three shifts. Captains and firefighters get a 24 hour Kelley day plus four hours off for any 28 day cycle exceeding 212 hours worked. The city has some part-time personnel working to fill vacant spots on the shifts due to Kelley days. Salisbury now is a quint system of deployment and duty. The quint trucks combine the duties of an engine and a truck company into a single company.

The city has an ISO rating of 2, as rated in 2008.

The fire department in Salisbury conducted 1,224 fire maintenance, construction, and reinspections in FY 2015–16. The city follows or exceeds the state guidelines for frequency of inspections for all occupancies. Apartment buildings have one file number. Reinspections are performed at 30 day intervals. Fees are assessed at the third inspection.

## Municipal Profile

Service Population	34,278
Land Area (Square Miles)	22.22
Persons per Square Mile	1,543
Median Family Income U.S. Census 2010	\$40,192

## Service Profile

FTE Positions—Firefighters	66.0
FTE Positions—Other	9.0
Fire Stations	5
First-Line Fire Apparatus	
Pumpers	2
Aerial Trucks	2
Quints	2
Squads	0
Rescue	0
Other	3
Fire Department Responses	5,416
Responses for Fires	136
Structural Fires Reported	47
Inspections Completed for Maintenance, Construction, and Reinspections	1,224
Fire Code Violations Reported	1,660
Estimated Fire Loss (millions)	\$1.06
Amount of Property Protected in Service Area (millions)	\$2,803
Number of Fire Education Programs or Events	48

## Full Cost Profile

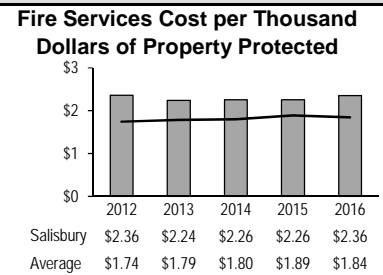
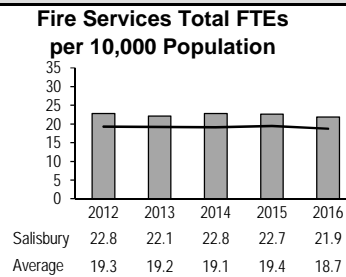
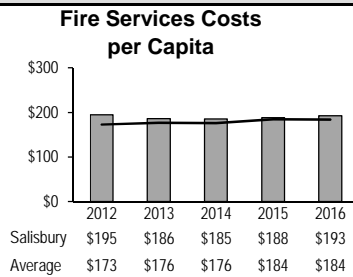
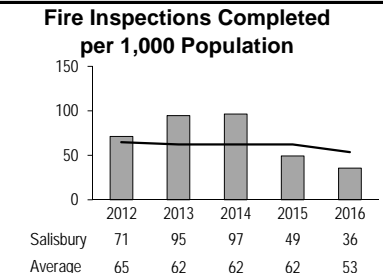
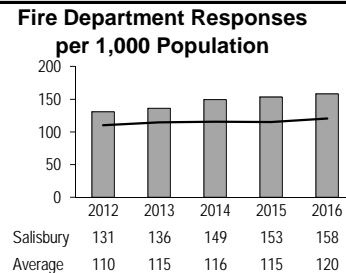
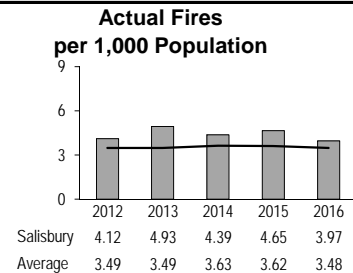
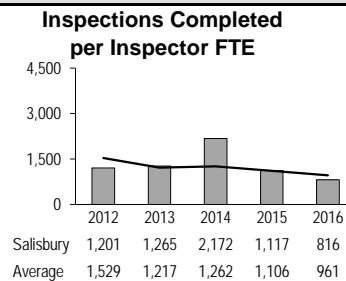
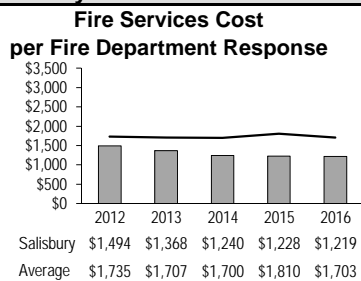
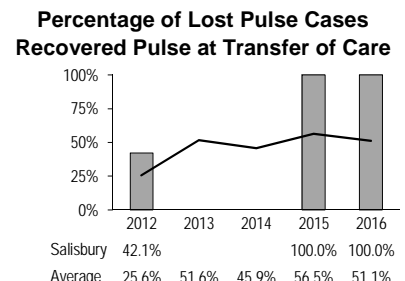
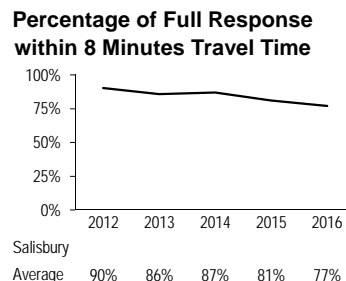
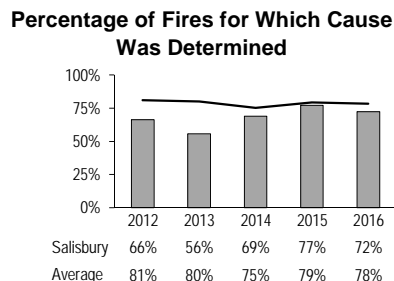
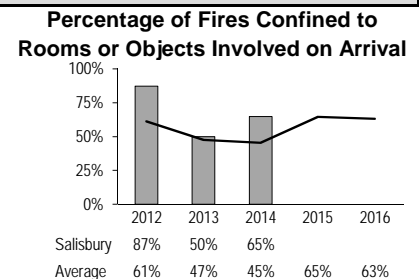
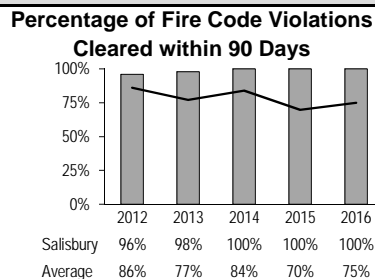
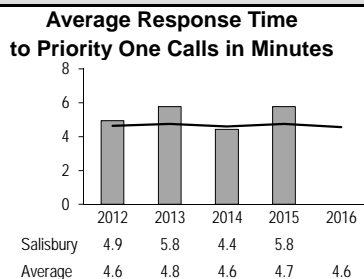
Cost Breakdown by Percentage	
Personal Services	67.5%
Operating Costs	20.3%
Capital Costs	12.2%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$4,455,166
Operating Costs	\$1,340,565
Capital Costs	\$807,017
TOTAL	\$6,602,748



Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2012 through 2016

**Resource Measures****Workload Measures****Efficiency Measures****Effectiveness Measures**

Fiscal Year 2015–16

**Explanatory Information****Service Level and Delivery**

Fleet Maintenance is a division of the Public Services Department and operates the fleet and transit shops. All activities in this operation are accounted for in Salisbury's general fund.

There is no markup on any parts sold or sublet work performed on city vehicles. However, for work done on vehicles owned by other local governments, such as the county, the City charges for labor and includes a markup on parts and sublet work.

The following services were contracted out:

- body work
- exhaust system repairs
- towing.

**Conditions Affecting Service, Performance, and Costs**

Vehicle Equivalent Units (VEUs) are a weighted measure of the maintenance effort associated with different classes of vehicles. A normal-use car is considered equal to one VEU. Vehicles such as fire trucks or police cars have higher VEUs, reflecting greater expected levels of maintenance.

In Salisbury, the preventive maintenance (PM) completion standard for "percentage of PMs completed as scheduled" is within 30 days of scheduled maintenance or within defined mileage parameters.

In addition to maintenance responsibilities for the City's rolling stock, the fleet maintenance division also maintains vehicles for Rowan County and two trolleys for downtown Salisbury. The division also has responsibility for equipment, including generators, water pumps, hydraulic power units, mowers, tamps, weedwhackers, jackhammers, rescue equipment, air compressors, sidewalk sweepers, thermo plastic equipment, hydraulic hammers, pavement saws, chain saws, and other city equipment.

**Municipal Profile**

Population (OSBM 2015)	34,285
Land Area (Square Miles)	22.22
Persons per Square Mile	1,543

**Service Profile**

FTE Positions—Technician	10.0
FTE Positions—Other	3.0

Work Bays	17
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<u>Rolling Stock Maintained</u>	<u>No.</u>	<u>Average Age</u>
Cars—Normal Usage	4	13.8 Years
Cars—Severe Usage	105	5.9 Years
Light Vehicles	135	11.5 Years
Medium Vehicles	30	13.4 Years
Heavy—Sanitation	13	8.9 Years
Heavy—Sewer	3	12.3 Years
Heavy—Fire Apparatus	11	14.4 Years
Heavy—Other	27	13.3 Years
Trailed Equipment	97	14.0 Years
Off-Road/Construction/Tractors	81	11.7 Years
Buses	9	11.2 Years
<b>TOTAL</b>	<b>515</b>	

Vehicle Equivalent Units (VEUs)	1,686
---------------------------------	-------

Average Rolling Stock Units Available per Day	499
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Hours Billed	NA
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Work Orders	4,751
Repeat Repairs within 30 Days	7
Work Orders Completed within 24 hours	NA

Preventive Maintenance Jobs (PMs)	1,923
PMs Completed as Scheduled	1,886

**Full Cost Profile**

Cost Breakdown by Percentage	
Personal Services	43.2%
Operating Costs	53.2%
Capital Costs	3.5%
<b>TOTAL</b>	<b>100.0%</b>

Cost Breakdown in Dollars	
Personal Services	\$699,280
Operating Costs	\$861,263
Capital Costs	\$57,427
<b>TOTAL</b>	<b>\$1,617,970</b>

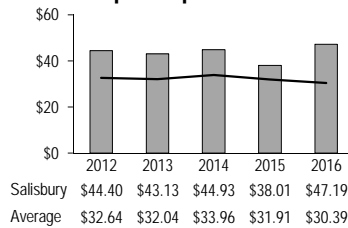
Key: Salisbury ■

Benchmarking Average —

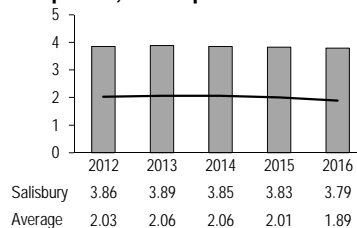
Fiscal Years 2012 through 2016

## Resource Measures

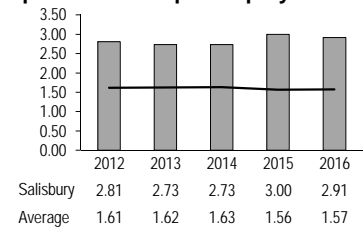
**Fleet Maintenance Services Cost per Capita**



**Fleet Maintenance FTEs per 10,000 Population**

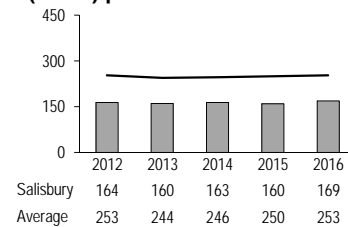


**Fleet Maintenance FTEs per 100 Municipal Employees**

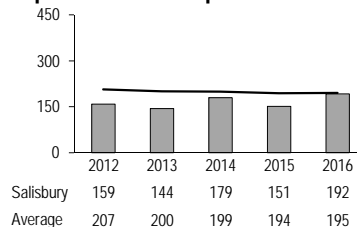


## Workload Measures

**Number of Vehicle Equivalent Units (VEUs) per Technician FTE**

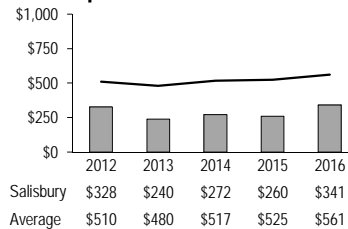


**Preventive Maintenance (PMs) Completed In-House per Tech FTE**

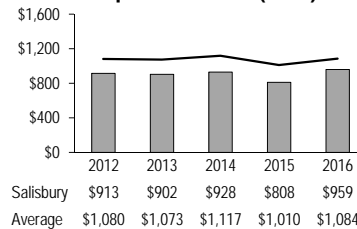


## Efficiency Measures

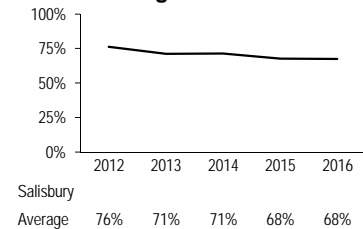
**Fleet Maintenance Cost per Work Order**



**Fleet Maintenance Cost per Vehicle Equivalent Unit (VEU)**

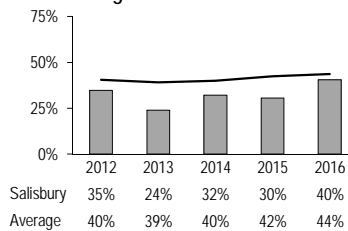


**Hours Billed as a Percentage of Total Hours**

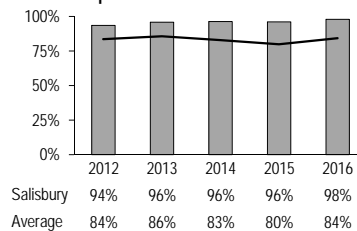


## Effectiveness Measures

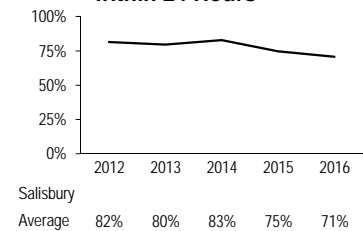
**Preventive Maintenance (PMs) as a Percentage of All Work Orders**



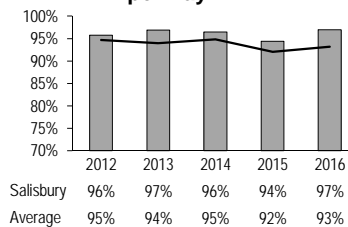
**Percentage of Preventive Maintenance (PMs) Completed as Scheduled**



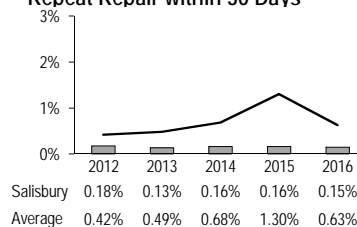
**Percentage of Work Orders Completed within 24 Hours**



**Percentage of Rolling Stock Available per Day**



**Percentage of Work Orders Requiring Repeat Repair within 30 Days**



Fiscal Year 2015–16

**Explanatory Information****Service Level and Delivery**

The City of Salisbury's Human Resource Department operates as an internal support service reporting directly to the Assistant City Manager for Human Resources. Human Resources handles the daily management of human capital while also helping to support community functions such as the Human Relations Council and the Salisbury Youth Council. The human resources function in Salisbury is a centralized unit with seven staff members

The human resources department has been the lead agency in the development of customer service provisions identified by the city council as the top priority for the City.

The City's probationary period for new general employees is six months and 12 months for police and fire employees.

Compensation studies covering five positions were conducted during the fiscal year.

**Municipal Profile**

Population (OSBM 2015)	33,955
Land Area (Square Miles)	22.22
Persons per Square Mile	1,528
Median Family Income	\$40,192
U.S. Census 2010	
County Unemployment Rate (2013)	8.6%
N.C. Employment Security Commission	

**Service Profile**

Central HR FTE Positions	
Administration	2.0
Generalist/Specialist	4.0
Staff Support/Clerical	1.0
Total Authorized Workforce	433.0
Authorized FTEs	433.0
Average Length of Service (Months)	108
Number of Position Requisitions	83
Employment Applications Processed	1,586
Length of Probationary	6 or 12 months
Employment Period	
Compensation Studies Completed	0
Positions Studied	5
Employee Turnover	
Voluntary Separations	57
Involuntary Separations	18
TOTAL SEPARATIONS	75
Formal Grievances Filed by Employees	4
Equal Employment Opportunity	0
Commission (EEOC) Complaints Filed	

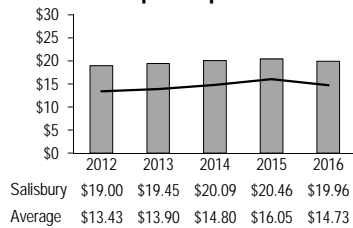
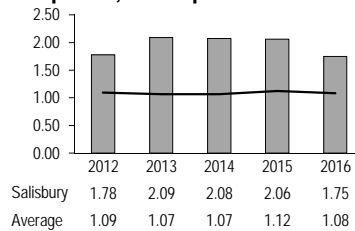
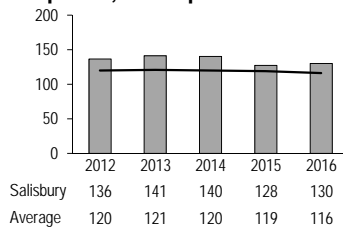
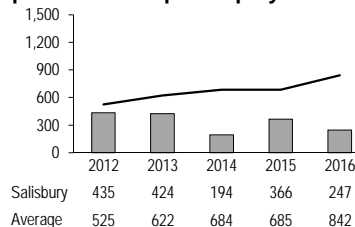
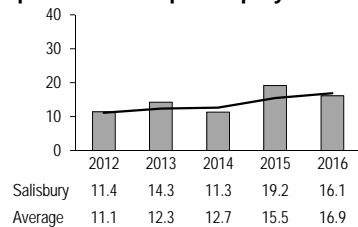
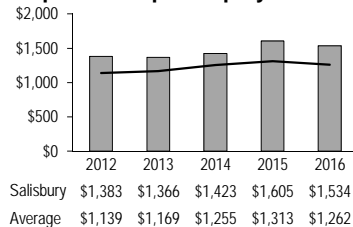
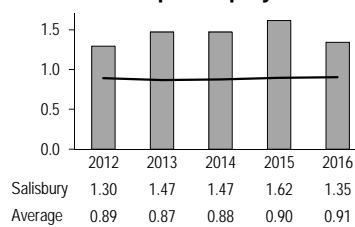
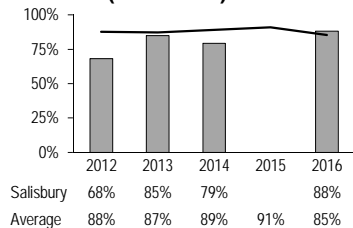
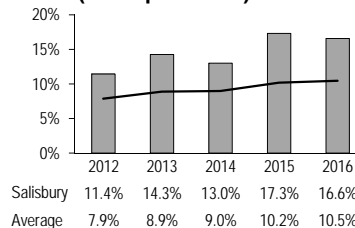
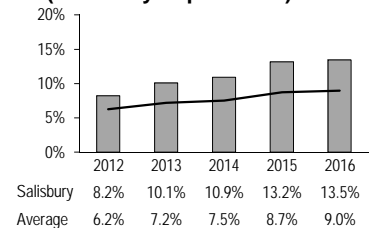
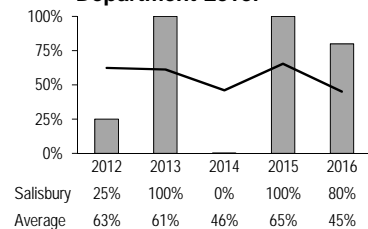
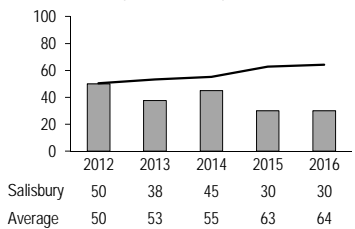
**Full Cost Profile**

Cost Breakdown by Percentage	
Personal Services	77.6%
Operating Costs	22.4%
Capital Costs	0.0%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$530,894
Operating Costs	\$153,414
Capital Costs	\$0
TOTAL	\$684,308

Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2012 through 2016

**Resource Measures****Human Resources Services  
Cost per Capita****Human Resources FTEs  
per 10,000 Population****Workload Measures****Total Municipal FTEs  
per 10,000 Population****Applications Processed  
per 100 Municipal Employees****Position Requisitions  
per 100 Municipal Employees****Efficiency Measures****Human Resources Cost  
per Municipal Employee****Ratio of Human Resources Staff  
to 100 Municipal Employees****Effectiveness Measures****Probationary Period Completion Rate  
(New Hires)****Employee Turnover Rate  
(All Separations)****Employee Turnover Rate  
(Voluntary Separations)****Percentage of Grievances Resolved at  
Department Level****Average Days from Post Date to Hire Date  
(First Day of Employment)**

## Fiscal Year 2015–16

## Explanatory Information

**Service Level and Delivery**

The City of Salisbury provides water service through an enterprise fund department. This department is known as Salisbury-Rowan Utilities. The system covers 47.5 square miles and covers much of Rowan County. Approximately 53,500 people are served. In the late 1990s and early 2000s, Salisbury assumed ownership of the water and sewer systems of the towns of Spencer, Granite Quarry, and Rockwell, followed by China Grove in 2011. Rowan County turned over its water assets to Salisbury in 2004. Salisbury also sells bulk water to the towns of East Spencer, China Grove, Landis, and to the City of Kannapolis.

The water source for the system is the Yadkin River. The estimated safe yield for the system is 108 million gallons per day. The system has one treatment plant with a capacity of 25 million gallons per day. The plant uses an Actiflo pre-treatment process followed by a conventional sedimentation and filtration treatment process.

Water meters are read once per month. Currently, approximately 15 percent of meters are read by automatic means. The standard for meter replacement is 15 years.

**Conditions Affecting Service, Performance, and Costs**

The costs of water services as captured here do not include debt service but do capture depreciation.

## Municipal Profile

Estimated Service Population	53,500
Service Land Area (Square Miles)	47.5
Persons per Square Mile	1,126
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow
Median Family Income U.S. Census 2010	\$40,192

## Service Profile

FTE Staff Positions	
Treatment Plant	8.0
Line Crews	11.5
Meter Readers	6.0
Billing/Collection	6.0
Other	8.0
Total	39.5
Number of Treatment Plants	1
Total Treatment Capacity	25.0 MG
Average Daily Demand	9.3 MG
Miles of Main Line Pipe	421
Average Age of Main Line Pipe	49 years
Number of Breaks/Leaks	280
Number of Water Meters	19,474
Percent of Meters Read Automatically	15.4%
Total Revenues Collected	\$12,555,613

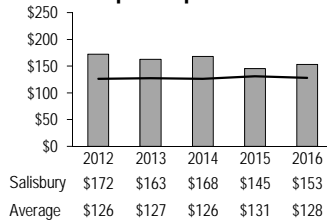
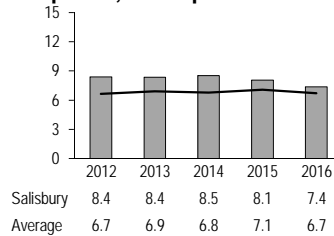
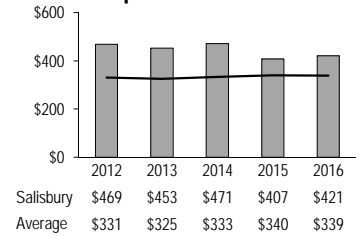
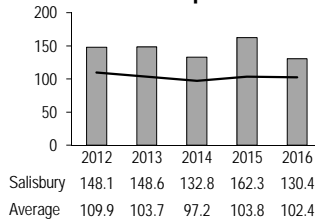
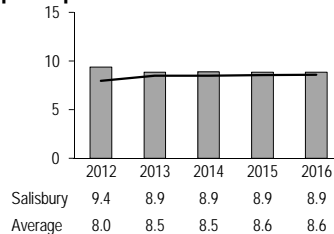
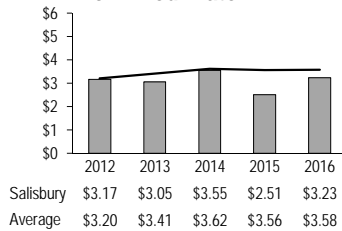
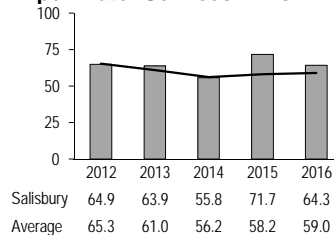
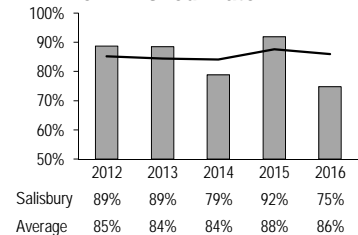
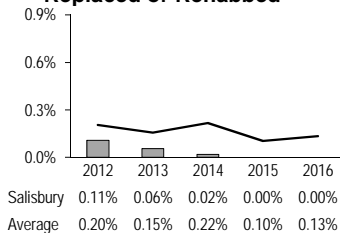
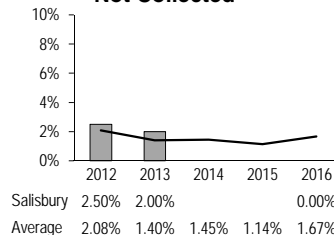
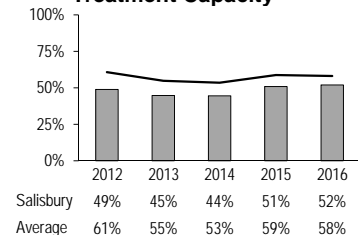
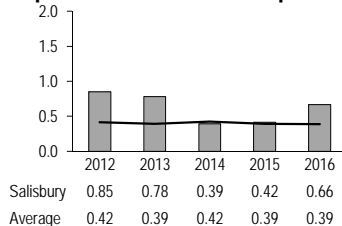
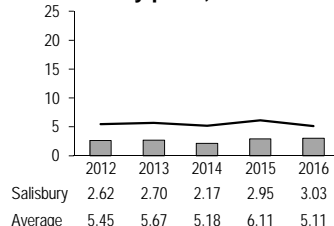
## Full Cost Profile

Cost Breakdown by Percentage	
Personal Services	26.8%
Operating Costs	42.9%
Capital Costs	30.3%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$2,196,180
Operating Costs	\$3,517,699
Capital Costs	\$2,482,569
TOTAL	\$8,196,448

Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2012 through 2016

**Resource Measures****Water Services Cost per Capita****Water Services FTEs per 10,000 Population****Water Services Cost per Meter****Workload Measures****Thousands of Gallons of Billed Water per Meter****Miles of Main Line Pipe per Square Mile of Service Area****Efficiency Measures****Total Cost per Thousand Gallons of Billed Water****Million Gallons of Billed Water per Water Services FTEs****Billed Water as a Percentage of Finished Water****Effectiveness Measures****Percentage of Existing Pipeline Replaced or Rehabbed****Percentage of Water Bills Not Collected****Peak Daily Demand as a Percentage of Treatment Capacity****Breaks and Leaks per Mile of Main Line Pipe****Customer Complaints about Water Quality per 1,000 Meters**

Fiscal Year 2015–16

## Explanatory Information

**Service Level and Delivery**

The City of Salisbury provides water and sewer service through a combined enterprise fund department known as the Salisbury-Rowan Utilities. The system covers Salisbury and much of Rowan County as well.

Wastewater is treated at two plants. Both plants use biological activated sludge process for treatment. The treatment process includes mechanical bar screens, grit removal chambers, primary and secondary clarifiers, aeration basins, and liquid chlorine disinfection. The system does not currently have nutrient regulatory limits. Biosolids produced as a result of treatment are applied to farmland in Rowan County.

The system had no regulatory violations during the year for issues related to treatment and eight violations connected to collections related to sanitary system overflows.

**Conditions Affecting Service, Performance, and Costs**

Wastewater Services was added as a new service area for the benchmarking project beginning with FY 2011–12. The costs of wastewater or sewer services as captured here do not include debt service but do capture depreciation of capital.

## Municipal Profile

Estimated Service Population	52,400
Service Land Area (Square Miles)	45.5
Persons per Square Mile	1,152
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow
Median Family Income U.S. Census 2010	\$40,192

## Service Profile

FTE Staff Positions	
Treatment Plant	19.0
Line Crews	14.5
Billing/Collection	5.5
Other	14.5
Number of Treatment Plants	2
Total Treatment Capacity	12.5 MGD
Average Daily Flow	8.7 MGD
River Basin into Which System Discharges	Yadkin
Miles of Gravity Main Line Pipe	400
Miles of Forced Main Line Pipe	30
Average Age of Main Line Pipe	44 years
Blocks in Sewer Mains	36
Number of System Breaks	10
Sanitary System Overflows	8
Number of Customer Accounts	16,462
Total Revenues Collected	\$11,695,562

## Full Cost Profile

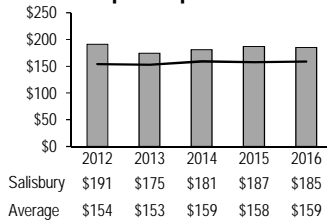
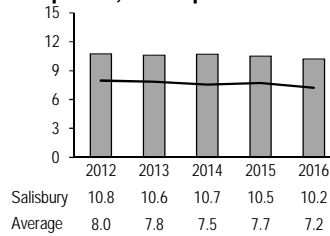
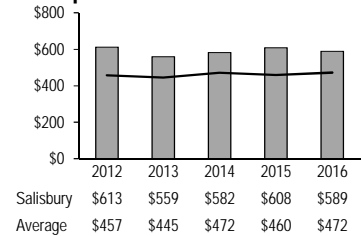
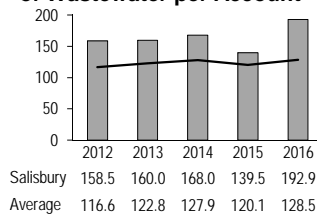
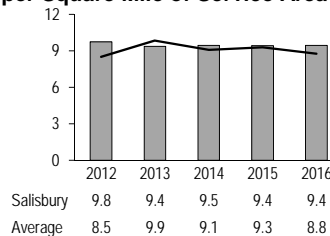
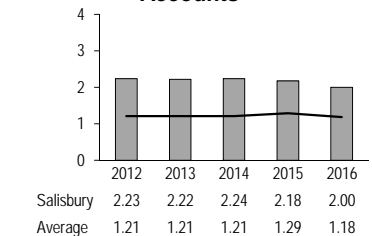
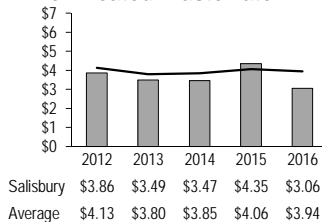
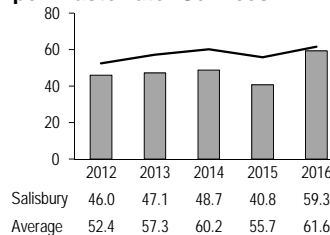
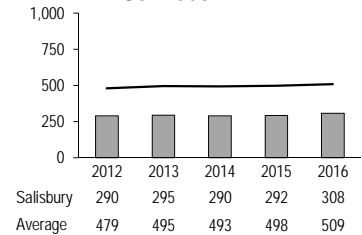
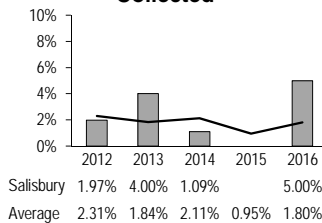
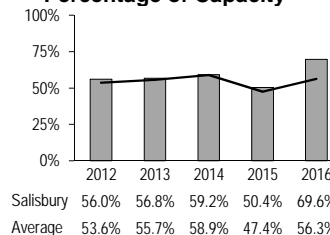
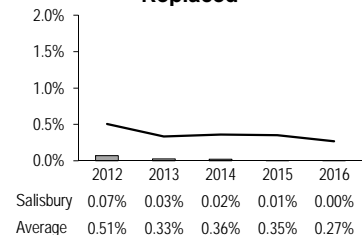
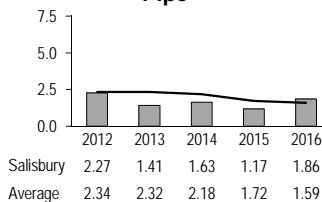
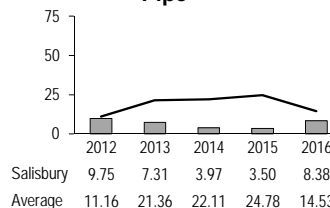
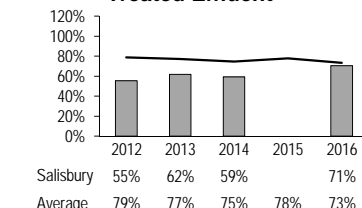
Cost Breakdown by Percentage	
Personal Services	33.0%
Operating Costs	41.4%
Capital Costs	25.6%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$3,202,261
Operating Costs	\$4,015,702
Capital Costs	\$2,482,569
TOTAL	\$9,700,532



Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2012 through 2016

**Resource Measures****Wastewater Services Cost per Capita****Wastewater Services FTEs per 10,000 Population****Wastewater Services Cost per Customer Account****Workload Measures****Thousands of Gallons of Wastewater per Account****Miles of Sewer Main Line Pipe per Square Mile of Service Area****Number of Lift Stations per 1,000 Accounts****Efficiency Measures****Total Cost per 1,000 Gallons of Treated Wastewater****Million Gallons of Wastewater per Wastewater Services FTE****Customer Accounts per Wastewater Services FTE****Effectiveness Measures****Percentage of Wastewater Bills Not Collected****Average Daily Treatment as a Percentage of Capacity****Percent of Main Line Rehabbed or Replaced****Overflows per 100 Miles of Main Line Pipe****Backups per 100 Miles of Main Line Pipe****Billed Wastewater as a Percent of Treated Effluent**

Fiscal Year 2015–16

**Explanatory Information****Service Level and Delivery**

The City of Salisbury provides parks and recreation services through a separate department. This department includes other functions, such as services related to cemeteries, landscaping, right-of-ways, trees, medians, and mowing.

These other functions are not counted in the employees or dollars shown here. The city has an agreement with Rowan County for providing certain services for special populations. The city also provides funding for senior recreation services at the Rufty Homes Senior Center.

Salisbury has a full array of recreational facilities available. The City has 508 acres of parks; more than half are developed. The City has 16.9 miles of trails.

In addition to traditional recreational facilities, Salisbury has a large outdoor performance event site and six historic sites. These facilities are not included here in dollars or staff as part of core parks and recreation facilities and activities.

**Conditions Affecting Service, Performance, and Costs**

Parks and Recreation is a new service area for the benchmarking project beginning with the FY 2012–13 reporting year.

Many of Salisbury's neighborhood recreational facilities are 40 years or older and somewhat dated. There is a YMCA in the city for paying members. The city programs primarily serve those who cannot afford the YMCA programs.

**Municipal Profile**

Population (OSBM 2015)	34,285
Land Area (Square Miles)	22.22
Persons per Square Mile	1,543
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow

**Service Profile**

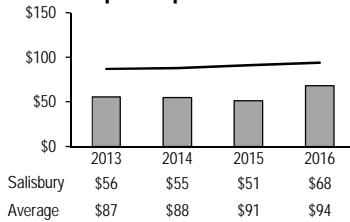
Parks and Recreation Staff	
Administrative Position FTEs	3.0
Maintenance Staff FTEs	8.0
Program and Facility FTEs	9.0
Other Staff FTEs	0.0
TOTAL	20.0
Number of Parks and Sites	28
Total Land Acreage in Parks	508.0
Miles of Trails in Parks	16.9
Recreational Facilities	
Indoor and Outdoor Pools	1
Recreation Centers	4
Outdoor Basketball Courts	12
Outdoor Tennis Courts	10
Playgrounds	18
Diamond Fields	8
Rectangular Fields	4
Other Athletic Fields	0
Picnic Shelters	14
Parks and Recreation Revenues	
User Fees	NA
Grants	NA
Sponsorships	NA
Donations	NA

**Full Cost Profile**

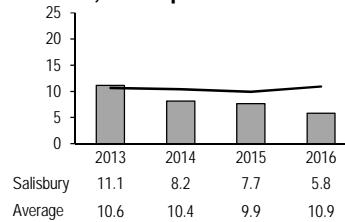
Cost Breakdown by Percentage	
Personal Services	66.2%
Operating Costs	29.7%
Capital Costs	4.1%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$1,550,316
Operating Costs	\$694,278
Capital Costs	\$96,892
TOTAL	\$2,341,486

## Resource Measures

### Core Parks and Recreation Services per Capita

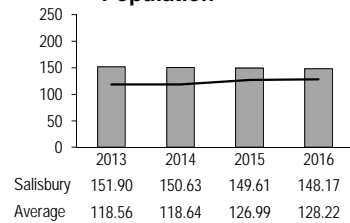


### Core Parks and Recreation Staff per 10,000 Population

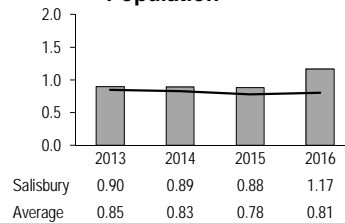


## Facilities Measures

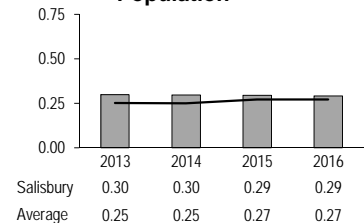
### Land Acres of Parks per 10,000 Population



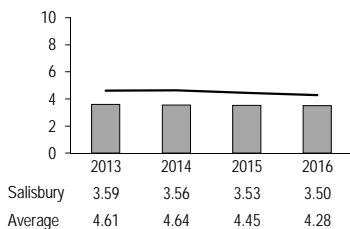
### Recreation Centers per 10,000 Population



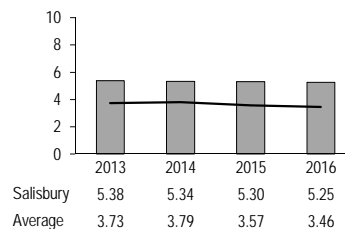
### Swimming Pools per 10,000 Population



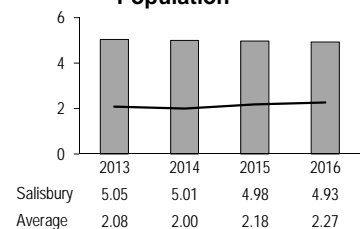
### Athletic Fields per 10,000 Population



### Playgrounds per 10,000 Population

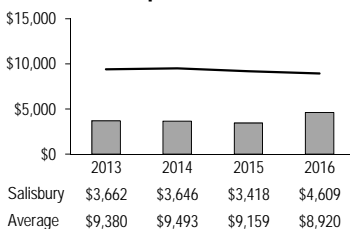


### Miles of Land Trails per 10,000 Population

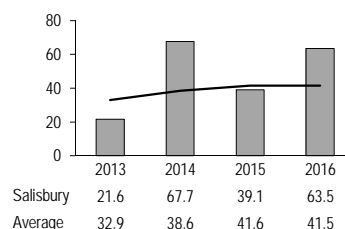


## Efficiency Measures

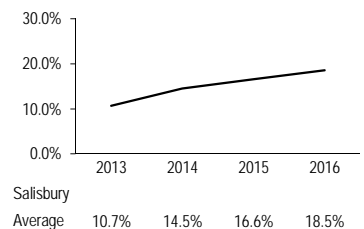
### Total Core Parks and Recreation Costs per Acre



### Acres of Park Maintained per Maintenance FTE

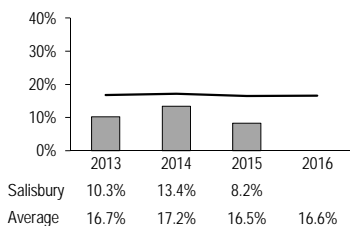


### Volunteer Hours in FTEs as a Percent of Paid Staff FTEs

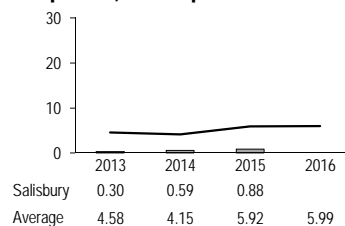


## Effectiveness Measures

### Revenue Gained as a Percent of Total Core Costs



### Acts of Vandalism at Parks Facilities per 10,000 Population





**"BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR  
BEGINNING JULY 1, 2017, AND ENDING JUNE 30, 2018.**

Be it ordained by the City Council of the City of Salisbury, North Carolina, as follows:

Section 1.     Appropriations

That for the expense of the City Government and its activities for the fiscal year beginning July 1, 2017, and ending June 30, 2018, the amounts in the following subsections, or so much of each as may be necessary, are hereby appropriated:

(1)     That for said fiscal year there is hereby appropriated out of the GENERAL FUND the following:

City Council	\$ 523,598
Management and Administration	1,035,805
Communications	385,393
Human Resources	1,397,298
Financial Services	1,332,778
Business Services	534,603
Planning & Community Development	1,001,799
Information Technology	1,422,315
Development Services	745,847
Code Services	419,447
Downtown Salisbury	260,440
Facilities Maintenance	256,949
Central City Buildings	441,571
Plaza	206,159
Police Services	1,802,289
Police Administration	2,169,794
Police Operations	4,675,195
Fire Department	6,664,279
Telecommunications	735,451
Traffic Operations	190,772
Street Lighting	614,550
Transportation	465,322
Engineering	3,241,163
Public Services - Administration	283,957
Streets	2,867,984
Solid Waste	424,909
Waste Management - Other	1,487,818
Cemetery	106,350
Downtown Landscaping	149,928
Parks and Recreation	1,955,211
Fleet Management	1,078,338
Education	40,000
Fibrant Support	3,262,221
Debt Service	668,665
TOTAL GENERAL FUND	<u>\$ 42,848,198</u>

(2) That for said fiscal year there is hereby appropriated out of the WATER AND SEWER FUND the following:

Utilities Mgt. and Administration	\$ 5,730,771
Plant Operations-Water Treatment	2,474,454
Systems Maintenance	5,768,050
Environmental Services	632,506
Plant Operations-Wastewater Treatment	4,710,497
Meter Services	819,755
Water and Sewer Debt Service	<u>4,132,964</u>
TOTAL WATER AND SEWER FUND	<u>\$ 24,268,997</u>

(3) That for said fiscal year there is hereby appropriated out of the TRANSIT FUND for the purpose of operating Salisbury's Transit System, the sum of

\$ 1,270,075

(4) That for said fiscal year there is hereby appropriated out of the GENERAL FUND CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of

\$ 4,058,196

(5) That for said fiscal year there is hereby appropriated out of the WATER AND SEWER CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of

\$ 485,807

(6) That for said fiscal year there is hereby appropriated out of the FIBRANT COMMUNICATIONS FUND for the operating Salisbury's Fiber Optic Network, the sum of

\$ 8,603,869

(7) That for said fiscal year there is hereby appropriated out of the FIBRANT COMMUNICATIONS CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of

\$ 273,654

(8) That for said fiscal year there is hereby appropriated out of the STORMWATER FUND for the purpose of operating Salisbury's Stormwater management program, the sum of

\$ 1,382,500

(9) That for said fiscal year there is hereby appropriated out of the STORMWATER CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of

\$ 154,027

(10) That for the 2017-18 Community Development Block Grant Entitlement there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes outlined within the grant, the sum of

\$ 302,910

(11) That for the Rental Rehab Fund there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes of performing housing rehabilitation and down payment assistance, the sum of

\$ 95,489

## Section 2. Revenue Estimates

The City Council has and does estimate that the following revenues will be available during the fiscal year beginning July 1, 2017 and ending June 30, 2018:

General Fund:	
Taxes	\$ 20,372,599
Unrestricted governmental	10,374,800
Restricted governmental	2,330,270
Charges for services	7,182,686
Miscellaneous	291,549
Other financing sources	2,296,294
Total revenues and other financing sources	<u>\$ 42,848,198</u>
Water and Sewer Fund:	
Operating revenues	\$ 22,307,997
Nonoperating revenues	961,000
Other financing sources	1,000,000
Total revenues	<u>\$ 24,268,997</u>
Transit Fund:	
Charges for services	\$ 148,000
Intergovernmental revenues	569,753
Miscellaneous	12,000
Other financing sources	540,322
Total revenues and other financing sources	<u>\$ 1,270,075</u>
General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 1,782,010
Miscellaneous	59,702
Other financing sources	2,216,484
Total revenues and other financing sources	<u>\$ 4,058,196</u>
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 479,807
Miscellaneous	6,000
Total revenues and other financing sources	<u>\$ 485,807</u>
Fibrant Communications Fund:	
Operating revenues	\$ 5,364,486
Nonoperating revenues	3,239,383
Total revenues	<u>\$ 8,603,869</u>
Fibrant Communications Capital Reserve Fund:	
Total revenues and other financing sources	<u>\$ 273,654</u>
Stormwater Fund:	
Total revenues	<u>\$ 1,382,500</u>
Stormwater Capital Reserve Fund:	
Total revenues and other financing sources	<u>\$ 154,027</u>
Special Revenue Funds:	
Entitlement Fund:	
Intergovernmental revenue	\$ 272,910
Miscellaneous	30,000
Total revenue	<u>\$ 302,910</u>
Rental Rehab:	
Total revenue	<u>\$ 95,489</u>

Section 3.      Tax Levy

There is hereby levied the following rates of Ad Valorem Tax on each one hundred dollars (\$100.00) valuation of taxable property, as listed for taxes as of January 1, 2017 for the purpose of raising the revenue from current year's property tax, as set forth in the foregoing estimate of revenue, and in order to finance the foregoing appropriation, to wit:

General Fund:

(For the expense incident to the proper government of the City of Salisbury)

-- \$      .7096

Municipal Service District:

(To promote, encourage and assist in the revitalization and economic health and stability of the downtown area)

-- \$      .176

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$2,832,646,135 for General Fund purposes.

There is hereby levied a Municipal Vehicle Tax of \$10.00 on each vehicle resident as authorized by General Statute 20-97.

There is hereby levied an Animal Tax of one dollar on each dog as authorized by General Statute 160A-212.

Section 4.      There is hereby levied a tax of 1.5% on gross receipts derived from retail short-term lease or rental of vehicles to the general public. This tax will be levied, reported, and collected as established under Ordinance 2000-47 as authorized by General Statute 160A-215.1.

Section 5.      The Director of Broadband Services is authorized to establish rates for business services, residential services, and equipment and to modify as necessary based on market conditions.

Section 6.      Retransmission Fee will be revised by the Director of Broadband Services to actual fees charged for the right to rebroadcast local television stations upon change.

Section 7.      Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2017 added to each appropriation as it applied in order to properly account for the payment against the fiscal year in which it is paid.

Section 8.      The City Manager is hereby authorized to make any budget amendments as may be required within each fund as long as the total appropriation for each fund does not change and contingency funds are not utilized.

Section 9.      Copies of this ordinance shall be furnished to the City's Finance Director, to be kept on file, for direction in the disbursement of City funds.

Section 10.     The following schedules and fees are hereby adopted and all references to these fees in the City Code of Ordinances are amended to reflect these new schedules and fees as appropriate:



	Fee
<b>ADMINISTRATION</b>	
Sale of Salisbury Code of Ordinances-hard back binder	\$359.95
Sale of Salisbury City Council meeting recording	\$2 per CD
Copier or Multifunction Machine Fee	\$0.10 per copy/scanned page; Minimum of \$1
Copy of Reports/Files	Actual cost of supplies and mailing
<b>COMMUNITY PLANNING SERVICES</b>	
<i>Development Services</i>	
Zoning Board of Adjustment:	
Administrative appeal	\$300
Variance	\$300
Conditional District Petition or General Development Overlay:	
Adoption	\$1,000
Amendment	\$750
Revisions	\$50
District Map & Text Amendment Petition	
Land Development Ordinance Map Amendment (Rezoning)	\$600
Land Development Ordinance Text Amendment	\$600
Vested Rights Extension	\$600 without rezoning
Notifications/Mailing:	
1 - 20	\$25
21 - 50	\$75
51 - 100	\$150
Greater than 100	\$300
After-the-fact Certificate of Appropriateness (HPC)	\$250
Major Site Plan Review	\$500
Minor Site Plan Review	\$150
Alternate Methods of Compliance	\$50
Special Use Permit	\$500
Zoning Permit for New Single Family	\$50 (House <5 DU)
Zoning Permit for New Multi-family	\$150
Zoning Permit for New Non-residential	\$300
Zoning Permit for Addition, Accessory, Upfit of Residential	\$25
Zoning Permit for Addition, Accessory, Upfit of Non-residential	\$100
Zoning Verification Letter	\$60
Predevelopment Permit for Site Grading (LIA)	\$100
Predevelopment Permit for Site Grading (HIA)	\$300
New Telecommunications Tower Special Use Permit Application	\$5,000
Height Addition of Existing Telecommunications Tower Application	\$1,500
Sidewalk Dining Permit (Annually)	\$10
Special Event / Temporary Sign Permit	\$25
Permit for Sign Panel / Face Change	\$50
Permit for New Wall, Canopy, Proj., Ground Sign	\$100
Temporary Use Permit	\$50
Temporary Construction Tractor	\$25

	Fee
Tree Removal Permit	\$10
Home Occupation	\$50
Policy Plan Amendment	\$1,000
Payment in Lieu of Sidewalk Construction	\$24 per linear foot
Standards Manual (includes zoning and subdivisions)	\$20
Annual Tax for Cable/Pipelines in Public Streets, Sidewalks, Alley, or Parking	\$1 per foot annually

### **Code Enforcement**

Nuisance abatement	Mobilization fee \$125 + contractor & landfill costs
Removal of trash, overgrowth, trees, household items on the outside, demolitions or securing of buildings or any other nuisances identified by the Code of Ordinances.	Mobilization fee \$200 + \$100 for every hour or portion thereof + associated landfill fees
Second violation within 12 months by the same owner at the same location	Not less than \$500
Demolition or Moving Permit Application Fee	\$50
Failure to obtain a Demolition Permit	\$200

### **ENGINEERING**

Subdivision Review:	
Major Subdivision (Preliminary plat)	\$200 + \$10/lot
Minor Subdivision	\$30 per lot
Exception plat	\$20
Street & alley closings filing fee	\$500
Printed Maps	
Up to 11"x17" (ledger size)	\$1
34"x44" (E size sheet)	\$5
City Street Map	\$5
Custom Map	\$25
Engineering Plan Review Fee (Water Only)	\$200
Engineering Plan Review Fee (Sewer Only)	\$200
DENR Delegated Water Permit	\$200
DENR Delegated Sewer Permit	\$200
Field Inspection of Water Lines	\$1 per ft
Field Inspection of Sewer Lines	\$1 per ft
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20

### **POLICE**

Copies	\$0.10 per copy/scanned page;
(No fee to victims of crime or traffic accidents for first copy of a report, but charged for any additional copies)	minimum of \$1; \$1 extra for mailing
Fingerprinting	\$10
Picket Permits	\$25
Handicapped Parking Violation	\$250
Pool Hall Permits	\$100
Taxi permits - one time only	\$15

	Fee
Parking ticket - illegal parking	\$5
Parking ticket - overtime parking (more than 2 hours)	\$5
False Alarms (Security and Fire):	
First Two False Alarms in 12 Month Period	Free from 1st Date
False Alarms 3 - 5 within 12 month period	\$50 per Alarm
False Alarms 6 - 7 within 12 month period	\$100 per Alarm
False Alarms 8 - 9 within 12 month period	\$250 per Alarm
False Alarms 10 or more within 12 month period	\$500 per Alarm
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20
Parade, Picket Line, or Group Demonstration Permit Application Fee	\$25

## **FIRE**

HazMat/Material Recovery	Actual Cost including equipment
Copies of Reports (First report is free to victims)	\$0.10 per copy/scanned page; minimum of \$1
Lifting Assistance	\$250 per Call
Lifting Assistance Standby	\$95 per Hour Stand-by

### **SPECIAL OPERATIONAL USE PERMITS**

Operational permits are required by the NC Fire Code to conduct the following types of operations. A permit fee will be charged for the following Special Operational Use Permits. These permits are not attached to normal procedures and are not covered under a General Inspection Use Permit or Fire Department Construction Permit. Tents and air supported structures requiring a construction permit will be included with the Special Operational Use Permit.

Blasting Permit:	
30 day permit	\$100
2 day permit (48 hours)	\$45
Burning Permit:	
Commercial	\$25
Residential	No charge
Exhibit and Trade Show	\$25
Festivals (fairs, carnivals, etc.)	
Large Festival:	\$175
1. Festival with an attendance of more than 6,000 on any given day or	
2. Outdoor circus or carnival	
Small Festival:	\$50
1. Festival with an attendance of 6,000 or less each day or	
2. Indoor circus or carnival	
Firework/Pyrotechnic Display (per display)	\$200
Fumigation or Thermal Insecticidal Fogging	\$25
Special Amusement Building	\$25
Tent or Air Supported Structures (Funeral Homes & tents less than 700 sq. ft. exempt)	\$25
Tent, Structure or Stand for Fireworks Sales:	
21 day permit	\$500
7 day permit	\$200
Other Not Listed	\$25
After Hours Inspection (inspections conducted outside of normal work hours)	\$50

	Fee
*Late Application Fee	\$50
*A fee will be added to certain Special Operational Use Permits if the application is not submitted 14 days prior to the event. The Special Operational Use Permit applications include Exhibit and Trade Shows; Large Festivals; Small Festivals; Fireworks Displays; Special Amusement Buildings; Tent or Air Supported Structures; and Tent, Structure or Stand for Fireworks Sales.	
<b>FIRE DEPARTMENT CONSTRUCTION PERMITS</b>	
Construction permits are required by the NC Fire Code to install or modify the following systems or equipment. Any person that commences any work before obtaining the necessary permit will be charged double permit fees and subject to civil citations and being reported to the NC State Board of Examiners.	
Automatic Fire-Extinguishing System:	
Installation	\$60
Renovation/Modification	\$50
Automatic Sprinkler System:	
Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50
Standpipe System (Not part of a sprinkler system):	
Installation	\$50
Renovation/Modification	\$50
Fire Alarm and Detection System:	
(Includes devices tied into fire alarm system)	
Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50
Door Locking Devices:	
(Access-controlled egress, delayed egress, & special locking devices)	
Installation	\$60
Renovation/Modification	\$50
Two-way Communication System:	
(Area of Rescue Assistance)	
Installation	\$60
Renovation/Modification	\$50
Fire Pumps and Related Equipment:	
Installation	\$60
Renovation/Modification	\$50
Private Fire Hydrants (per unit):	
Installation	\$60
Renovation/Modification	\$50
Compressed Gas Systems (Amounts exceed those listed in Table 105.6.9)	
Abandon, Remove, Place Temporarily out of Service, or Close	\$50
Flammable and Combustible Liquids Storage Tanks:	
* Tank Installation- (per tank)	\$60
Removal or Place out of Service- (per tank)	\$50
* If electrical circuitry is involved then an electrical permit must also be obtained from the Rowan County Building inspections Department	
Hazardous Material Facility or Other Area:	
Abandon, Remove, Place Temporarily out of Service, or Close areas regulated by Chapter 27 when amounts listed in Table 105.6.21 are exceeded.	\$60

	Fee
<b>MISCELLANEOUS TESTS, INSPECTIONS, AND SERVICES</b>	
Residential (Group R-3):	
Fire Flow Test	\$200
Special Inspection (Conducted during normal work hours)	\$50
Special Inspection (Requested by contractor outside normal work hours) (per hour)	\$100
Stand-by Firefighter (4 hour minimum) (per hour)	\$25
Re-inspection fees will be charged to the permit applicant or holder of a General Inspection Use Permit beyond the first re-inspection when conducting inspections for fire code violations that have not been corrected:	
First non-compliance re-inspection	\$50
Second and all subsequent non-compliance re-inspections. (per re-inspection)	\$100
Re-inspection fees will be charged to the permit holder of a Fire Department Construction Permit for the following: <i>Re-inspections due to work not being finished, corrections not being completed, or failure to cancel an inspection.</i>	
	\$50
Reimbursement cost for stand-by fire protection services due to hazardous materials incidents or other emergencies:	
Engine or Ladder Company (per hour)	\$100
Incident Commander (per hour)	\$25
Incident supplies, fuel, overtime cost for staffing	Replacement Cost
Plans Review:	
Plans review shall be based on the following computations for construction :	
A = Total Gross Building Floor Area of Construction	
B = Fee per Square Foot (from table below)	
Total Gross Building Floor Area of Construction (square feet)	
0 - 5,000	A x B = Permit Fee
5,001 - 15,000	(A x B x 0.75) + (1,250 x B) = Permit Fee
15,001 and above	(A x B x 0.50) + (5,000 x B) = Permit Fee
Building:	
Residential	\$0.05
Storage	\$0.035
Assembly	\$0.06
Institutional	\$0.06
Business	\$0.06
Mercantile	\$0.05
Hazardous	\$0.05
Factory/Industrial	\$0.04
Educational	\$0.065

## **PUBLIC SERVICES**

### ***Street Division***

Installation and Removal of curbing, driveways, storm drains, and sidewalks Actual Cost plus 10%

### ***Solid Waste***

Bulky Item Collection Fees:

Minimum Charge	\$10
Furniture (per Item)	\$5
White Goods (per Item)	\$25
Scrap Metal (per Pick-up Load)	\$20
Carpet/Padding (per Pick-up Load)	\$20
Mattress	\$20

	Fee
Box Springs	\$10
Miscellaneous Items (per Pick-up Load)	\$25
Items Requiring Use of Backhoe	\$50
Bulk Brush Removal Minimum Charge (applies to loads over a truck load)	\$50
Charges for specific cases will be calculated by Public Works Director or designee based on site visit.	
<b>All fees must be paid in advance of service.</b>	
<b><i>Fleet Management</i></b>	
Repair of Rowan Transit System Fleet and Trolley Fleet	\$65.41/hour
Repair of Hazardous Material Van:	
Labor	\$65.41/hour
Repair Parts	Actual Cost + 20%
Repair Sublet	Actual Cost + 15%
<b>TRAFFIC OPERATIONS</b>	
Traffic Count	\$15 per counter per day
Repair of traffic control devices-materials	Actual cost + 10% for handling
Repair of traffic control devices-labor	Hourly rate + fringe benefits
Repair of traffic control devices-use of bucket truck or paint machine	\$50/hour
Repair of traffic control devices-use of service truck or small equipment	\$9/hour
<b>TRANSIT</b>	
Individual Fares:	
Regular- All Locations (no transfer fee)	\$1.00
Reduced (Handicapped, Senior Citizens, and Students)	\$0.50
40 Ride pass:	
Regular	\$35
Reduced	\$17
ADA Paratransit System (all fares)	\$2
ADA 40 Ride Pass	\$70
<b>PARKS &amp; RECREATION</b>	
City Park *	
Arts & craft room	\$40 per hour + \$75 deposit
Multi-purpose room	\$75 per hour + \$75 deposit
Any room with kitchen	\$10/ hr. Additional
Meeting room	\$40 per hour + \$75 deposit
Room A	\$40 per hour + \$75 deposit
Hall Gym	
Meeting Room	\$50 per hour + \$75 deposit
Gym	\$70 per hour + \$100 deposit
Civic Center	
Weekend and Full Day Rental:	
Multi-purpose room & kitchen - for first eight hours each day	\$500 + \$100 deposit/ \$300 if serving alcohol
Multi-purpose room, small room & kitchen - for first eight hours each day	\$575 + \$100 deposit/ \$300 if serving alcohol
Small meeting room only (per hour)	\$75 per hour + \$50 deposit
Monday - Thursday Rentals:	
Multi-purpose room & kitchen - four hour rental between 8 a.m. and 8 p.m.	\$250 + \$100 deposit/ \$300 if serving alcohol
Rental of any rooms after 8 p.m.	\$75 per hour



	<u>Fee</u>
Football	
Flat Fee	\$25/hr.
Tournament Fees (prep \$45)	
Cross Country Prep Fee	\$150
Tennis	
Reservation Fee	\$5
Special Event Permits	
1 Day	\$50
Special Event Permits	
Gate Permit	\$50/day
Concession Permit	\$50/day
Vending Permit	\$50/day
<b><i>Cemetery</i></b>	
Burial-adult	\$900
Burial-infant	\$450
Disinterment - Adult	\$900
Disinterment - Infant	\$450
Interments - two--one grave-adult	\$950
Interments - two--one grave-infant	\$500
Interment - Crematory remains	\$450
Interment - Crematory remains placed inside of marker	\$25
Interment - Mausoleum (City employee direct involvement)	\$300
Interment - Mausoleum (no involvement- recording fee only)	\$25
Funeral processions entering cemetery after 3:00 P.M. weekdays	\$200
Funeral processions entering cemetery on weekends	\$300
Funeral processions entering cemetery on holidays	\$450
Monument installation permit	\$25
Deed Change	\$25
Cemetery Lot Fee Schedule:	
Adult, City resident	\$800
Adult, non-City resident	\$1,000
Infant, City resident	\$400
Infant, non-City resident	\$600
Columbaria fees:	
Niche, City resident	\$1,350
Niche, non-City resident	\$1,550
Weekday Inurnment fee	\$150
<b><i>Landscape</i></b>	
Cooperative tree planting on public right-of-way	Actual cost of tree
Hurley Park Gazebo rental	\$150 security deposit; \$50 refundable
Robertson Eastern Gateway	\$150 security deposit; \$50 refundable
Bell Tower/ Temple Gazebo	\$150 security deposit; \$50 refundable



***Park Avenue Community Center \****

Multi-purpose room & kitchen (Kitchen is light use only-not Commerical)

Non-profit organizations

\$40 per hour + \$50 deposit

Non-profit organizations / fund raiser

\$55 per hour + \$50 deposit

For profit organizations

\$70 per hour + \$50 deposit

Arts & Crafts Room

Room availabilty is subject to Park Ave. activities.

Non-profit organizations

\$30 per hour + \$50 deposit

For profit organizations

\$40 per hour + \$50 deposit

Note: \*Two (2) hour minimum for rentals

***West End Community Center***

Conference Room

\$50/hr

**UTILITY ENGINEERING**

Engineering, Consulting, and Technical Services

Project Manager - Professional Engineer

\$100/hr

Civil Engineer

\$75/hr

Engineering Technician

\$50/hr

Construction Inspector

\$50/hr

Survey Field Crew (2 person)

\$75/hr

Clerical

\$25/hr

Set of Bid Documents, each

\$50

Utility Location Maps

Paper Document

\$15

Digital Format

CD Disk, each

\$20

DVD Disk, each

\$20

Engineering Plan Review Fee (Water Only)

\$200

Engineering Plan Review Fee (Sewer Only)

\$200

Field Inspection of Water Lines

\$1 per ft

Field Inspection of Sewer Lines

\$1 per ft

Xerox/blue prints:

On paper up to 4 ft in length

\$5

On mylar up to 4 ft in length

\$20

**BUSINESS AND FINANCIAL SERVICES**

Accounts Receivable - Not billed on Utility bill (30 days past-due)

1.5% per month

Accounts Receivable - Billed on Utility Bill (24 days after billing)

1.5% per month

Copier or Multifunction Machine Fee

\$0.10 per copy/scanned  
page; Minimum of \$1

\$1 extra for mailing

Copy of reports/files

Actual cost of supplies  
and mailing

**Park Avenue Community Center \***

Multi-purpose room &amp; kitchen (Kitchen is light use only-not Commerical)

Non-profit organizations

Non-profit organizations / fund raiser

For profit organizations

Arts &amp; Crafts Room

Room availabiltiy is subject to Park Ave. activities.

Non-profit organizations

For profit organizations

Note: \*Two (2) hour minimum for rentals**West End Community Center**

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Actual cost of supplies  
and mailing

	Fee
<b>TELECOMMUNICATIONS</b>	
Dispatch service:	
Cost per unit	\$10
Surcharge per radio for companies with less than 25 radios	\$4
Secure Conversation	\$5
Interconnect Service - Telephone	\$24
Interconnect Service - Telephone/Hark Number	\$25
One-time hook-up (per radio)	\$25
Pager System Usage Fee:	
Numeric or Alphanumeric	\$15
One time hookup charge	\$10
If agency uses a PC to page with	\$7
Radio Programming:	
Programming charge	\$35
ID Change Only	\$20
Partial Map Build	\$150
Fleet Map Build	\$250
Modem	\$30
Laptop	\$75
Radio Diagnostic	\$90
Repair (Hourly rate)	\$120
Hourly Travel Rate outside City Limits (from Customer Service Center)	\$60
Equipment Installation:	
Radio Dash Mount	\$80
Radio Dash Removal	\$30
Radio Remote Mount	\$130
Radio Remote Removal	\$40
Ambulance dual installation	\$245
Ambulance dual Removal	\$80
Camera Installation	\$155
Camera Removal	\$80
MDT Mount Installation	\$80
MDT Mount Removal	\$30
Modem Installation	\$80
Modem Removal	\$30
Wig Wag Installation	\$55
Wig Wag Removal	\$30
4 Corner Strobes Installation	\$130
4 Corner Strobes Removal	\$45
Flashlight Installation	\$25
Flashlight Removal	\$15
Charger Installation	\$45
Charger Removal	\$15
Light bar Installation	\$130
Light bar Removal	\$65
Siren Installation	\$80
Siren Removal	\$30
Parts	Actual Cost + 20%

**SCHEDULE A  
CASH DEPOSITS**

Charges in Schedule A shall be as authorized by Chapter 25, Article II, Section 25-32, of the City Code.

- (a) Domestic consumer of water, dischargers of sewage, fibrant, residential owner-occupants including single family townhouses and condominiums shall be exempted, unless (e) below applies \$150
- (b) Waste Collection and/or Stormwater Residential without water service \$75
- (c) Commercial, industrial, and institutional recipient \$150  
Local, state, and federal governments or agencies thereof shall be exempted.
- (d) Consumers with more than one account at the same location shall be required to make only one deposit if the customer has a good pay history. Commercial or industrial customers who operate multiple businesses under one corporate management shall be required to pay a deposit for each business or industry.
- (e) Any consumer or recipient of water, discharges of sewage, fibrant, waste collection and/or stormwater, that has previously been disconnected for non-payment may be required a deposit upon discretion of the Customer Service Manager \$150
- (f) Deposits shall be returned at termination of service less any unpaid rates and charges.

**SCHEDULE B  
METER INSTALLATION AND SEWER CONNECTION CHARGES**

Charges in Schedule B shall be as authorized in Chapter 25, Article II, Section 25-33, of the City Code.

- (a) Three-fourths-inch residential water tap:
  - ¾" Water tap - SRU installed \$2,275
  - ¾" Water tap - Developer installed \$350
  - ¾" Water tap - Crescent \$1,150
- (b) One-inch residential water tap \$2,675
- (c) Irrigation taps are one-half the cost of regular taps and not subject to any discounts.
- (d) All commercial water services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential water connections larger than 1", both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. Master meter installations required for private water or sewer systems shall be charged on the basis of material costs at the prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code).
- (e) Four-inch sewer connections:
  - 4" Sewer tap - SRU Installed \$1,975
  - 4" Sewer tap – Developer Installed\*: \$250

\*Note: Includes the Crescent Subdivision
- (f) All commercial sewer services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential sewer services larger than four-inch, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at then prevailing or established rates. (See Chapter 22, Article I, Section 22-2 City Code).
- (g) Reconnection fee for non-payment during business hours \$50  
Reconnection fee for non-payment after business hours \$100
- (h) Physical notification of non-payment of a utility bill or disconnection notice (hanging tag) \$50
- (i) Turn on or off during business hours; shall be applied to utility bill if not prepaid \$50  
Turn on or off after hours; shall be applied to utility bill if not prepaid \$100
- (j) Testing meter if delivered to City facilities (per test) \$15
- (k) Field testing of meters: First test is free and each additional test within twelve months \$50
- (l) Unauthorized use of fire protection system \$100
- (m) Fire protection system testing (per test) \$50
- (n) Meter reinstallation charge (per meter) \$35
- (o) Inspection fee (per connection)

- Water or sewer connection \$45
  - Backflow \$45
  - Re-inspection of either water, sewer, or backflow \$20
- (p) Should a property owner request an existing service connection be replaced with a larger one, the charges scheduled above will apply in full.
- (q) Payment of lump sum charges or charges based on estimated costs, as above, is a prerequisite to issuance of a building permit pursuant to Section 7-65 of the City code. Overpayments made as a result of overestimating costs will be reimbursed, and the City will invoice underpayments to the developer.
- (r) The City's charge for a returned check or debit, as authorized in Section 25-34, shall be the maximum allowed by State law. This amount shall be applied to current utility bill, along with amount of the unpaid check. There will be no convenience fees charged on any credit/debit card payments.
- (s) Lateral transfer fee shall be charged on the basis of labor, material, equipment and overhead costs, not to exceed the fee of a residential 4" Sewer tap – SRU Installed.
- (t) Recycling fee \$4.03/Month
- (u) Landfill fee
- (1) Residential (per container) \$4.09/Month
  - (2) Commercial (per container) \$7.62/Month
- (v) Waste collection fee
- (1) Commercial (per container) \$10/Month
  - (2) Residential (per container) \$8/Month
  - (3) Removal of containers for nonpayment \$25
- (w) Stormwater fee
- (1) Residential \$5
  - (2) Commercial/Industrial per ERU with a minimum of one
    - Commercial Tier 1: 1 – 5 ERU \$12
    - Commercial Tier 2: 6 – 25 ERU \$30
    - Commercial Tier 3: 26 – 50 ERU \$90
    - Commercial Tier 4: 51 – 100 ERU \$180
    - Commercial Tier 5: 101+ ERU \$360
- (x) Unauthorized reconnection fee (charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment) \$100
- (y) Locking Devices Cut or Damaged \$20
- (z) Metering infrastructure (meters, meter boxes, yokes, endpoints, etc.) damaged through intentional or deliberate action shall be charged on the basis of labor, material, equipment, and overhead costs at then prevailing or established rates. Accidental damage shall be charged at actual replacement costs of the equipment.

**SCHEDULE C**  
**WATER SERVICE CHARGES**

Charges in Schedule C shall be authorized by Chapter 25, Article II, Section 25-35, of the City Code.

Monthly Water Rates:

Minimum charge per meter size	3/4" =	\$4.11
	1" =	\$6.08
	1-1/2" =	\$9.35
	2" =	\$13.28
	3" =	\$25.73
	4" =	\$44.07
	6" =	\$94.50
	8" =	\$160.00
	10" =	\$251.70
	12" =	\$330.30
	16" =	\$657.80

Volume charge per 100 cubic feet:

Raw water	\$0.75
Finished, potable water	\$3.80
Southern Power	\$1.93
China Grove	\$4.03

**SCHEDULE D**  
**WATER SERVICE CHARGES FOR BULK RATE**

Charges in Schedule D shall be as authorized by Chapter 26, Article II, Section 26-23 of the City Code.

- (a) Nongovernmental customers may receive water in bulk lots. Such purchases, which shall be made at the 500 North Church Street, shall be conditioned upon an advance payment of one hundred and fifteen dollars (\$115.00) per twenty-five thousand (25,000) gallon increment and shall be limited to a maximum of one-hundred thousand (100,000) gallons during any thirty (30) day period.
- (b) Subject to the provisions of Sections 26-7 and 26-8, nongovernmental customers may purchase water directly from fire hydrants or other water outlets. Meters, however, will be placed on hydrants to allow accurate measurement for billing purposes. Arrangements shall be made with the utilities at least one week in advance to ensure availability and scheduling of equipment and manpower, all subject to applicable provisions of Schedules C and D, and an advance payment of one hundred and fifteen dollars (\$115.00).

## SCHEDULE E SEWER SERVICE CHARGES

Charges in Schedule E shall be as authorized by Chapter 25, Article II, Section 25-37, of the City Code.

### Monthly Sewer Rates:

(1) Minimum charge per meter size	3/4" =	\$4.51
	1" =	\$6.78
	1-1/2" =	\$10.55
	2" =	\$15.08
	3" =	\$29.43
	4" =	\$50.57
	6" =	\$108.70
	8" =	\$184.20
	10" =	\$289.90
	12" =	\$380.50
	16" =	\$758.00
Volume charge per 100 cubic feet		\$5.13
China Grove volume charge per 100 cubic feet		\$5.44
(2) Flat rate sewer charge		\$46.85

## SCHEDULE F SEWER SURCHARGE

Surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates for discharges into either the Town Creek or Grant Creek Wastewater Plants:.

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of one-hundred fifty-four dollars and twenty cents (\$154.20) per one thousand pounds.
- (b) For Total Suspended Solids (TSS) in excess of three hundred (300.0) mg/l, the surcharge shall be at the rate of two-hundred seventy-two dollars and twenty-six cents (\$272.26) per one thousand pounds.
- (c) For Total Kjeldahl Nitrogen (TKN) in excess of forty (40.0) mg/l, the surcharge shall be at the rate of one-thousand eight hundred nineteen dollars and forty-eight cents (\$1,819.48) per one thousand pounds.

Contract haulers of wastewater discharging at City treatment facilities will be assessed a charge of seventy-five dollars (\$75.00) for up to two-thousand gallon load discharged, as defined in Chapter 25, Article II, Section 25-38.

Pretreatment Permit Fees shall be assessed at \$250 for each permit.

Pretreatment Permit Modifications shall be assessed at \$50 per industry request.

## SCHEDULE G ANALYTICAL TESTING

Charges in Schedule G shall be as authorized by Chapter 25, Article II, Section 25-38, of the City Code.

Test	Fee
Coliform, P/A-Water	\$30
Nitrate (water)	\$30

Parameters not listed please contact Environmental Services for quote

Section 12. That the hourly rate of \$125 be established for work performed by the City Attorney.

Section 13. That this ordinance shall be effective upon its passage.

## **GLOSSARY OF TERMS**

**ADA:** The commonly used acronym for the Americans with Disabilities Act.

**ACCRUAL ACCOUNTING:** A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred, instead of when cash is actually received or disbursed. For example, in accrual accounting, revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30, rather than on July 12.

**ADOPTED BUDGET:** Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the City Council.

**AMI:** Acronym for Automated Meter Reading/Infrastructure. Refers to the reading of meters using a system of communication to communicate between the meter and the unit performing the “read”.

**APPROPRIATION (BUDGETING):** An authorization granted by the City Council to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

**ASE:** Acronym for Automotive Service Excellence.

**ASSESSED VALUATION:** A value established for real property for use as a basis for levying property taxes.

**BALANCED BUDGET:** Occurs when planned expenditures equal anticipated revenues. In North Carolina, it is a requirement that the budget submitted to the City Council be balanced.

**BMP:** Acronym for Best Management Practices.

**BOND FUNDS:** Resources derived from issuance of bonds for specific purposes and related Federal project grants used to finance capital expenditures.

**BOND REFERENDUM:** An election in which registered voters vote on whether the City will be allowed to issue debt in the form of interest-bearing bonds.

**BUDGET:** A comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures with various municipal services.

**BUDGET CALENDAR:** The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

**BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN):** The official written statement prepared by the City staff reflecting the decisions made by the City Council in their deliberations.

**BUDGET MESSAGE:** A general discussion of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget changes from previous fiscal years, City Council goals, and the views and recommendations of the City Manager.

**BUDGET ORDINANCE:** The schedule of revenues and expenditures for the upcoming fiscal year by fund which is adopted by the City Council each year.

**CAPITAL ASSETS:** Assets with an initial, individual cost of more than a certain amount and an estimated useful life in excess of two years. Minimum capitalization costs are as follows: buildings, \$10,000; furniture and equipment, \$5,000; infrastructure, \$100,000; and improvements other than buildings or infrastructure, \$5,000. All land is recorded as a capital asset without regard to any significant value.



**CAPITAL IMPROVEMENTS:** Major construction, repair of, or addition to buildings, parks, streets, bridges and other City facilities. Capital Improvements projects cost \$10,000 or more and have a useful life of more than three years.

**CAPITAL IMPROVEMENTS BUDGET:** The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.

**CAPITAL IMPROVEMENTS PROGRAM (CIP):** The annually updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five year period.

**CAPITAL OUTLAY:** A classification consisting of Capital Equipment and Capital Improvement.

**CAPITAL RESERVE FUND:** A special fund (also known as Equipment Replacement Fund) used as a clearing house for monies being transferred from General Fund, Water and Sewer Fund, Fibrant Communications Fund, and Stormwater Fund operations. Amounts based on the type, estimated life, and replacement costs of each piece of equipment are transferred from every department/division. From this fund, the City purchases equipment based on a replacement schedule and recommendations from Fleet Management, Information Technologies, Telecommunications, and Purchasing Divisions.

**CCF:** Acronym for 100 Cubic Feet of water.

**CD:** Acronym for Construction Documents.

**CDBG:** Acronym for Community Development Block Grant. A program that provides communities with resources to address a wide range of unique community development needs.

**CMAQ:** Acronym for Congestion Mitigation and Air Quality. Improvement program designed to assist nonattainment and maintenance areas in attaining the national ambient air quality standards by funding transportation projects and programs that will improve air quality.

**CMW:** Acronym for Certificate of Minor Works.

**COA:** Acronym for Certificate of Appropriateness.

**COD:** Acronym for Chemical Oxygen Demand.

**COST CENTER:** The smallest unit of activity or area of responsibility for which costs are accumulated.

**CTP GRANT:** Acronym for Community Transportation Program Grant. A funding source for the City's Mass Transit System.

**DEBT SERVICE:** The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**DEPARTMENT:** A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may have more than one fund.

**DEPRECIATION:** The reduction in value of a capital asset over its estimated useful life. The City uses the straight-line method of depreciation over the useful life as determined by the asset class.

**DSI:** Acronym for Downtown Salisbury Incorporated. A component unit that promotes, enhances and manages the development of the central business for the City.

**EDC:** Economic Development Commission.

**ENCUMBRANCE ACCOUNTING:** The system under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

**ENTERPRISE FUND:** A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees or charges.

**EPA:** Acronym for Environmental Protection Agency. US agency that is charged with protecting human health and the environment.

**FERC:** Acronym for Federal Energy Regulatory Commission. Independent agency that regulates and oversees energy industries in the economic, environmental and safety interests of the American public.

**FIBRANT:** The enterprise fund implemented in FY2009 that provides high speed broadband services to the citizens of Salisbury.

**FISCAL YEAR:** The time period beginning on July 1 of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

**FIXED ASSETS:** Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture, and other equipment. For financial purposes, a fixed asset has a purchase value of \$5,000 or greater.

**FOG:** Acronym for Fats, Oils and Grease. Program that addresses the issue of blockages causing Sanitary Sewer Overflows (SSO).

**FRA:** Acronym for Federal Railroad Administration.

**FTE:** Acronym for Full-Time Equivalent. The number of total hours worked divided by the maximum number of compensable hours in a work year as defined by law.

**FTTH:** Acronym for Fiber to the Home. The delivery of a communications signal over optical fiber from the operator's switching equipment to a home or business.

**FUNCTION:** A group of related programs crossing organization (departmental) boundaries and aimed at accomplishing a broad goal or major service.

**FUND:** A fund is a fiscal and accounting entity with a self-balancing set of accounts.

**FUND BALANCE:** Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

**GREAT:** Acronym for Gang Resistance Education and Training. A police-led series of classroom lessons that teaches children how to resist peer pressure and live productive, drug and violence-free lives.

**GAAP:** Acronym for Generally Accepted Accounting Principles which are the conventions, rules, and procedures necessary to describe accepted practice at a particular time.

**GCWWTP:** Acronym for Grant Creek Wastewater Treatment Plant.

**GDP:** Acronym for Group Development Plans.

**GENERAL FUND:** The general operating fund of the city used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL OBLIGATION (G.O.) BONDS:** Debt issued by the City, repayment of which is backed by full taxing power.

**GIS:** Acronym for Geographic Information System. Links the City to a city-wide database, including hardware, software, and added personnel. This system is utilized as an operational, day-to-day essential tool by City departments.

**GFOA:** Acronym for Government Finance Officers Association.

**GOAL:** A statement of broad direction, purpose or intent based on the needs of the community.

**GOVERNMENTAL FUNDS:** Those funds through which governmental functions are typically financed. The City has two governmental funds: General Fund and Special Revenue Fund.

**GPON:** Acronym for Gigabit Passive Optical Networking.

**HOME:** Acronym for Home Investment Partnership. A program that provides communities with resources to address a wide range of unique community development needs.

**HPO:** Acronym for High Performance Organization. A government working model.

**HRC:** Acronym for Human Relations Council.

**I&I:** Acronym for Inflow and Infiltration.

**INCH MILE:** The length of pipeline in miles, multiplied by the diameter of the pipe in inches.

**INVESTMENT REVENUE:** Revenue earned on investments with a third party. The City uses a pooled cash system. Cash is pooled from all funds and invested in total. The interest earned is then allocated back to the individual funds by the average cash balance in that fund.

**INTERFUND TRANSFERS:** Amounts transferred from one fund to another.

**ISO:** Acronym for Insurance Services Office. An agency which rates fire protection and suppression abilities/capabilities of fire departments.

**LCP:** Acronym for Local Convergence Point.

**LEASE PURCHASE:** Method of financing used for acquisitions or improvements. Title to the property transfers to the City at the expiration of the lease terms.

**MGD:** Acronym for Millions of Gallons per Day.

**MODIFIED ACCRUAL:** The basis of accounting for the City. Under this system, expenditures are recognized when encumbered, and revenues are recognized when they are collected.

**MPO:** Metropolitan Planning Organization is the officially designated body responsible for administering the transportation planning process required under Federal Law.

**NCBCC:** Acronym for North Carolina Building Codes Council. A board appointed by the Governor that adopts and amends the NC State Building Codes as authorized by G.S. 143-138.

**NCDENR:** Acronym for North Carolina Department of Environment and Natural Resources.

**NCDOT:** Acronym for North Carolina Department of Transportation.

**NCDOL:** Acronym for North Carolina Department of Labor.

**NCLM:** Acronym for NC League of Municipalities. A nonpartisan association of municipalities in North Carolina that strives to enhance the quality of life in municipalities through excellent municipal governance.

**NET ASSETS:** The difference between the City's total assets and total liabilities. Measuring net assets is one way to gauge the City's financial condition.

**NIOSH:** Acronym for National Institute for Occupational Safety and Health.

**NOC:** Acronym for Network Operations Center. A division of the Fibrant Communications Fund.

**NPDES:** Acronym for National Pollutant Discharge Elimination System. Permit program authorized by the Clean Water Act that controls water pollution by regulating point sources that discharge pollutants into waters of the US.

**NTU:** Acronym for Nephelometric Turbidity Unit. A measure of the cloudiness of a liquid.

**OBJECTIVE:** A statement of specific direction, purpose or intent to be accomplished by staff within a program.

**OPERATING BUDGET:** The City's financial plan which outlines proposed expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.

**OPERATING FUNDS:** Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

**OSHA:** Acronym for Occupational Safety and Health Administration. An agency of the US Department of Labor to prevent work-related injuries, illnesses and deaths by issuing and enforcing standards for workplace safety and health.

**PARTF:** Acronym for Parks and Recreation Trust Fund. A grant to local governments for parks and recreation projects to serve the public.

**PERFORMANCE MEASURES:** Descriptions of a program's effectiveness or efficiency.

**PFT:** Acronym for Permanent Full-time. Full-time employee with benefits.

**PIT:** Acronym for Police Interdiction Team. Special Operations Division of the Police Department.

**POWELL BILL FUND:** Funding from the state, as a direct appropriation, which is restricted for use on maintenance of local streets and roads, primarily used for streets resurfacing.

**PPT:** Acronym for Permanent Part-time. Part-time employee working <1000 hours annually with benefits.

**PRODUCTIVITY:** A measure of the increase of service output of City programs compared to the per unit of resource input invested.

**PROGRAM:** An organized set of related work activities, which are directed toward accomplishing a common goal. Each City department is usually responsible for a number of related service programs.

**PROPERTY TAX RATE:** The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities.

**PROPERTY TAXES (AD VALOREM TAXES):** Taxes paid by those owning property in the City. These taxes are based on assessed value.

**RESERVE:** A portion of fund balance earmarked to indicate 1) that it is not available for expenditure, or 2) is legally segregated for a specific future use.

**RESOURCES:** Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

**REVENUE:** Income received from various sources used to finance government services; for example, sales tax revenue.

**REVENUE BONDS:** Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the issuer.

**ROW:** Acronym for Right of Way.

**SCADA:** Acronym for Supervisory Control and Data Acquisition.

**SERVICE LEVEL:** Measurement of services provided by the City to the public.

**SNAG:** Acronym for Salisbury Neighborhood Action Group.

**SPECIAL REVENUE FUND:** This fund accounts for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City maintains one Special Revenue Fund – a Community Development Fund.

**SRU:** Salisbury Rowan Utilities.

**TCWWTP:** Acronym for Town Creek Wastewater Treatment Plant.

**TDA:** Acronym for Tourism Development Authority.

**TFT:** Acronym for Temporary Full-time. Temporary employee working 40 hours per week seasonally with no benefits. Generally summer employees.

**TKN:** Acronym for Total Kjeldahl Nitrogen.

**TMDL:** Acronym for Total Maximum Daily Loads. TMDL is a calculation of the maximum amount of a pollutant that a waterbody can receive and still meet water quality standards.

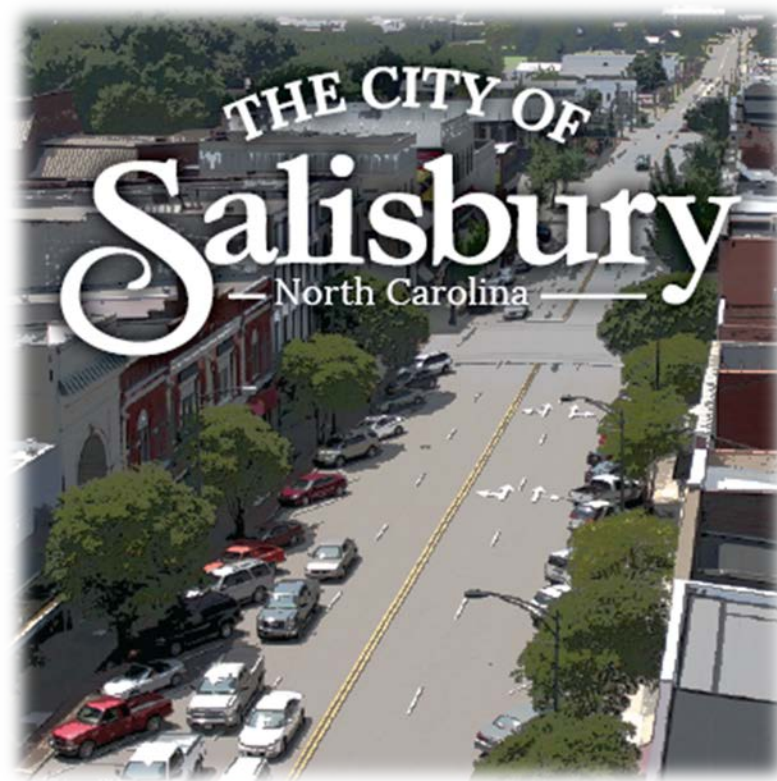
**TPT:** Acronym for Temporary Part-time. Part-time employee working less than 1,000 hours annually with no benefits.

**TSS:** Acronym for Total Suspended Solids.

**USDOJ:** Acronym for United States Department of Justice.

**VENTURIS:** A short tube with a constricted throat used to determine fluid pressures and velocities by measurement of differential pressures generated at the throat as a fluid traverses the tube.

**WWTP:** Acronym for Wastewater Treatment Plant.





# 2018-2019 Budget



# **CITY OF SALISBURY NORTH CAROLINA**

## **2018-2019 BUDGET** For the Year Ending June 30, 2019



### **MAYOR AND CITY COUNCIL**

**Al Heggins - Mayor**

**David B. Post - Mayor Pro-tem**

**Karen Kirks Alexander**

**Tamara Sheffield**

**William B. Miller**

### **CITY OFFICIALS**

**W. Lane Bailey**  
City Manager

**Zack Kyle**  
Assistant City Manager

**Kelly K. Baker**  
Assistant to the City Manager

**Budget Prepared By**  
**Shannon Moore - Finance Director**  
**S. Wade Furches - Finance Manager**  
**Anna R. Bumgarner - Interim Budget & Performance Manager**  
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**Melissa Drye - Finance Specialist**  
**Mark D. Drye - Senior Management Analyst**  
**City Management Team**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Salisbury  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2017**

*Christopher P. Morill*

Executive Director

*This award has been received since the Budget Year beginning July 1, 1992 (Fiscal Year 1992-1993)*

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Salisbury, North Carolina for its annual budget for the fiscal year beginning July 1, 2017 (Fiscal Year 2017-2018).

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

# THE CITY OF SALISBURY'S

## FY 2018-19 BUDGET

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**May 15, 2018**

**BUDGET MESSAGE FISCAL YEAR 2018-19  
July 1, 2018 – June 30, 2019**

Mayor Heggins and City Council:

I am pleased to present you with my recommended budget for FY18-19. This has been a difficult year financially with very little growth in property taxes, but there are positive outlooks on our horizon. The overwhelming approval of the lease of our broadband utility to Hotwire Communications will be a step forward to improve our financial standing. Although the savings from this partnership will not be fully realized until following years, we anticipate reducing the General Fund contribution to the utility and believe revenues previously earmarked for its use will be available in the coming years for General Fund initiatives. With the flat growth of property taxes and increased costs for inflation, I am recommending a 1 cent tax increase to maintain existing services at current levels. The Capital Improvement Plan called for a 2 cent tax increase, but because sales tax has been stronger than the previous two years, and we have increased sales tax revenue approximately \$280,421, to absorb the additional costs. ATTACHMENT A shows the value of 1 cent in neighboring communities and the impact of a 1 cent increase on a median value home in Salisbury.

**GENERAL FUND EXPENDITURES**

The General Fund budget includes funds to provide a salary adjustment for our Public Services Department. \$110,000 has been budgeted (along with \$24,000 from the Stormwater fund) to provide an increase for these employees. It has been difficult to recruit with the current salaries, and this change help us fill vacancies in the department. We are continuing to look at adjustments in the Fire Department. The Fire Department has hourly employees whose annual salaries are commiserate with surrounding communities, but their hourly rate is lower because of the 24-hour shifts. As we go through the new budget year we will look for savings to make adjustments to salaries in the Fire Department to be implemented January 1, 2019.

This year, I am recommending a Cost of Living Adjustment (COLA) of 1.8% for all employees, and a 1.2% average merit increase for employees whose evaluations reflect their commitment to exceptional service. This is an effort to compensate employees at rates that reflect inflation and to recognize and retain high quality employees.

Our General Fund balance is above average because of sound financial management in previous years, and we are currently at approximately 40%. This is well above the Local Government Commission minimum requirement of 8%. This provides us with the ability to appropriate a portion of the General Fund balance to move forward with several large projects while still maintaining a healthy Fund Balance. The large projects include:

- \$250,000 Newsome Road Extension (reimbursable from Transportation Improvement Funds by 2019/2020)
- \$350,000 Enterprise Resource Planning Software
- \$400,000 Housing Stabilization and Revitalization Plan
- \$350,000 Bell Tower Green Park
- \$361,500 Roof and HVAC replacements
- \$400,000 Fire Station construction (to be reimbursed with future debt)
- \$850,000 Quint Fire Truck
- \$24,240 Additional Police Vehicle

## **WATER/SEWER UTILITY FUND**

Salisbury-Rowan Utilities (SRU) remains committed to its mission to provide high quality water and wastewater service to our customers throughout Rowan County while providing excellent customer service to our rate payers and our community.

Our water and wastewater infrastructure and treatment facilities continue to age and require regularly scheduled maintenance and replacement. SRU continues to implement its 10-year Capital Improvement Plan (CIP) that will adequately fund our infrastructure needs while maintaining competitive rates in our region. The water meter change-out project has been completed and this will ensure that all customers are being billed equitably. Our wastewater headworks and influent pump station project at our Grant Creek wastewater facility is beginning the final design phase, and we expect that the Crane Creek sewer lift station and force main improvements project will be under construction later this year. Sanitary sewer rehabilitation and waterline replacement projects are also included in this coming year's budget to repair and replace aging infrastructure. In addition, we propose to continue our incentive fund for public/private fire lines that has stimulated downtown residential development as well as offer more substantial fire protection in this historic district. The funding for this coming year's CIP will be offset by some expected revenue growth from new development within our service area.

Although we strive to maintain fair and equitable rates for our consumers, it is extremely challenging to treat our water and wastewater while still meeting required regulations and delivering excellent service. As a result, I am recommending a 2.15% water and sewer increase based on the Consumer Price Index for urban consumers for the South Region. An average monthly residential water and sewer utility bill, for a customer using 5,000 gallons, would be \$69.76 (an increase of \$1.45 or less than \$0.05 per day). ATTACHMENT B and B-1.



## **STORMWATER FUND**

The proposed budget includes a restructuring of stormwater fees to provide a more equitable distribution of fees between our residential and non-residential customers. Commercial properties with larger areas of impervious surface will pay the equivalent amount per impervious surface as an average home in Salisbury. This will allow for a decrease in the Equivalent Residential Unit (ERU) rate while still providing enough funding for several of the large stormwater projects needed to reduce flooding and pollution to maintain compliance with our existing NPDES permit. ATTACHMENTS C and C-1

## **FIBRANT FUND**

With the successful referendum approving the public/private partnership with Hotwire Communications for the lease of the broadband utility, we have an opportunity to improve both the Fibrant Fund and our General Fund. We look forward to a successful partnership and improving the financial position of this community asset. The recommended budget includes \$300,000 in principal debt payment toward the inter-fund loan to the Water & Sewer Fund, plus 1% interest. The General Fund contribution has been reduced slightly from FY2017-18 to \$3,000,000 for FY2018-19. We anticipate fully realizing savings from the Hotwire lease in subsequent years. We will continue to work with staff during the transition to place them in positions in the General Fund, but we also anticipate providing severance packages for some employees. Staff will continue to monitor the lease revenues and will only transfer funds when necessary in order to minimize the transfer from the General Fund.

## **TRANSIT FUND**

The City continues to work with our MPO and other transit systems within our MPO to ensure adequate funding for the Transit System. The proposed budget includes bringing ADA transit in-house. I recommend working on a long-term plan for Transit to include alternative transit options and routes to be completed by January 2019.

In closing, I want to thank the Management Team and staff for their assistance in preparing this year's budget. I would especially like to thank Finance Director Shannon Moore and Interim Budget & Performance Manager Anna Bumgarner for their hard work in preparing this budget. Our Management Team is committed to working with you to develop a budget that meets the needs of our community and the goals of City Council.

Respectfully Submitted,



W. Lane Bailey  
City Manager

## ATTACHMENT A – GENERAL FUND

Proposed Tax Increase of 1 cent (\$280,421 in additional GF revenue)

Median Value of Home in Salisbury: \$ 135,500

### Proposed Property Tax Rate Change

<u>Example</u>	<u>Tax Rate</u>	<u>Annual Tax Impact (Average House)</u>
Current City Property Tax Rate	0.7096	\$961.51
With 1 Cent Proposed Tax Increase	0.7196	\$975.06
Annual Difference in Taxes		\$13.55

### Value of 1 cent based on 2017 CAFR:

Statesville	\$270,329	
<b>Salisbury</b>	<b>\$280,421</b>	FY19 Budget
Kannapolis	\$384,757	
Mooreville	\$595,319	
Concord	\$934,700	

## ATTACHMENT B – SALISBURY-ROWAN UTILITIES

	<u>Municipality</u>	<u>Service Population</u>	<u>No. of Water Connections</u>	<u>Water</u>	<u>Sewer</u>	<u>Total</u>
1	Town of East Spencer	1,775	699	\$55.74	\$66.48	\$122.22
2	Town of Landis (Electric City)	3,100	1,551	\$52.39	\$56.72	\$109.11
3	OWASA	83,300	21,000	\$39.13	\$44.40	\$83.53
4	City of Thomasville – <i>Inside Rate</i>	26,418	10,515	\$34.90	\$48.35	\$83.25
5	City of Lincolnton – <i>Inside Rate</i>	12,184	5,714	\$29.99	\$46.97	\$76.96
6	City of Wilson – <i>Inside Rate</i>	51,088	21,862	\$34.60	\$41.82	\$76.42
7	City of High Point – <i>Inside Rate</i> (Electric City)	108,000	42,650	\$27.36	\$45.92	\$73.28
8	City of Kannapolis – <i>Inside Rate</i>	49,707	19,579	\$37.70	\$34.05	\$71.75
	<b>Salisbury-Rowan Utilities (proposed)</b>	<b>53,942</b>	<b>21,237</b>	<b>\$30.13</b>	<b>\$39.62</b>	<b>\$69.76</b>
9	Town of Mooresville – <i>Inside Rate</i>	38,003	14,962	\$27.81	\$40.79	\$68.60
<b>10</b>	<b>Salisbury-Rowan Utilities (current)</b>	<b>53,942</b>	<b>21,237</b>	<b>\$28.76</b>	<b>\$37.85</b>	<b>\$66.60</b>
11	City of Concord – <i>Inside Rate</i> (Electric City)	99,352	39,182	\$30.84	\$31.49	\$62.33
12	Charlotte Water	954,644	276,609	\$18.99	\$41.67	\$60.66
13	City of Statesville – <i>Inside Rate</i> (Electric City)	25,712	12,865	\$22.76	\$36.17	\$58.93
14	City of Lexington – <i>Inside Rate</i> (Electric City)	22,415	8,722	\$24.77	\$33.25	\$58.02
15	City of Lenoir – <i>Inside Rate</i>	21,344	9,800	\$23.27	\$24.30	\$47.57
16	City of Albemarle – <i>Inside Rate</i> (Electric City)	16,000	7,111	\$21.84	\$20.20	\$42.04

\* Information obtained from UNC Environmental Finance Center (FY17-18)

\* Rates based on 5,000 gallons (approx. 6.68 billing units)

\* All communities are shown at current rates; projected rate increases are unknown

## ATTACHMENT B-1 – SALISBURY-ROWAN UTILITIES

Salisbury-Rowan Utilities Proposed Rate Increase = 2.15%

	<u>FY17-18 Adopted</u>	<u>FY18-19 Proposed</u>
3/4" Minimum Water Charge Per Meter Size	\$4.11	\$4.13
Volume Charge Per 100 Cubic Feet	\$3.80	\$3.89
3/4" Minimum Sewer Charge Per Meter Size	\$4.51	\$4.53
Volume Charge Per 100 Cubic Feet	\$5.13	\$5.25

### Proposed Projects

Water Plant Sedimentation Bypass Project	\$1,401,616
Engineering Design for Capital Improvement Projects	\$1,500,000
Sewer Line Repair Projects	\$500,000
Water Line Repair Projects	\$300,000
Lift Station Rehab/Upgrades	\$151,500

## ATTACHMENT C - STORMWATER

		As of Feb 2018 Billing			FY19 Proposed Rates		
	Total ERU's (impervious per 2500 sf)	Rates	Per Month	Equates to:	Rates	Per Month	
Residential*	9512	Current \$5.00 per ERU	\$ 45,807.00	\$5.00 Per ERU	\$4.00 Per ERU	\$38,048.00	\$4.00 per ERU
Commercial**	29650	Capped and Tiered	\$ 67,431.00	\$2.27 Equivalent fee generated per ERU	\$4.00 Per ERU	\$118,600.00	\$4.00 per ERU
		Total:					
		Monthly	\$ 113,238.00			\$156,648.00	
		Annual	\$ 1,358,856.00			\$1,879,776.00	

\*Residential based on counts of # of homes billed - all at the same rate

**\*\*Commercial based on total ERU billed assuming we would bill a min of 1 ERU and round down to the whole number (NO Partial ERU)**

		FY18 Monthly Rate	FY19 Proposed Monthly Rate
	<b>Large Industrial</b>		
	Distribution Center	\$360.00	\$3,832.00
	<b>Industrial</b>		
	Packaging Company	\$360.00	\$452.00
	<b>School</b>		
	Elementary School	\$180.00	\$260.00
	<b>Church</b>		
	Local Church	\$90.00	\$192.00
	<b>Fast Food</b>		
	Fast Food Restaurant	\$30.00	\$60.00
	Local Donut Shop	\$30.00	\$24.00
	<b>Small Business</b>		
	Neighborhood Convenience Store	\$12.00	\$4.00
	Medical Office	\$12.00	\$16.00
	<b>Residential</b>	\$5.00	\$4.00

## ATTACHMENT C-1

<u>Municipality</u>	<u>Equivalent Rate</u>
Mooresville	\$ 3.40
Monroe	\$ 4.00
High Point	\$ 4.00
Washington	\$ 4.00
Fayetteville	\$ 4.25
Indian Trail	\$ 4.43
Asheville	\$ 4.63
Rocky Mount	\$ 5.00
Raleigh	\$ 5.00
Clemmons	\$ 5.00
Salisbury	\$ 5.00
Concord	\$ 5.16
Greenville	\$ 5.35
Kannapolis	\$ 7.25
Wilmington	\$ 8.11
Charlotte	\$ 9.87
Statesville	None
Lexington	None

UNC School of Government 2017 study from 72 Cities. Median reported residential rate of \$4.00

## **ADDENDUM**

### **FY2018-2019 ADOPTED BUDGET**

On May 15, 2018, the City Manager presented a balanced FY2018-2019 Budget proposal totaling \$85,010,644 for all funds.

The public hearing, as required by N.C.G.S. 159-12, was held on June 5, 2018. The budget work session was held June 13, 2018.

The City Council adopted the FY2018-2019 budget with the following changes to the recommended budget presented by the City Manager:

#### **ADDITIONS:**

Add \$26,200 in General Fund - Fund Balance Revenues  
Add \$26,200 in General Fund Special Projects for RSSS Expenses

Add \$3,680 in Intergovernmental CDBG Fund Revenues  
Add \$3,680 in Intergovernmental CDBG Fund Expenses

Add \$43,944 in Intergovernmental HOME Fund Revenues  
Add \$43,944 in Intergovernmental HOME Fund Expenses

#### **CUTS:**

Decrease \$27,060 in Stormwater Fund Revenues  
Decrease \$27,060 in Stormwater Fund Special Projects Expenses

Delete \$130,000 in General Fund MSD Tax Revenues  
Delete \$105,000 in General Fund Downtown Salisbury, Inc Expenses  
Delete \$25,000 in General Fund Advertising Expenses

The final adopted FY2018-2019 Budget for all funds totals \$84,927,408, which City Council adopted on June 19, 2018.

The full transcript of the budget discussions and public hearings can be read at:  
<http://salisburync.gov/Government/City-Council/Minutes-and-Agendas>

The adopted budget can be reviewed at:  
<http://salisburync.gov/Government/Financial-and-Business-Services/Budget>

## City Council Objectives and Goals for FY2018-2019

**Sustainable Economic Development**

Salisbury will make strategic investments to support a strong economy throughout the entire City and place a targeted focus on the appearance, accessibility and livability of downtown

**Revitalize Downtown**

• Continue to support efforts for the sale and redevelopment of the Empire Hotel into viable residential commercial and retail space.	<b>HIGH COST/HIGH EFFORT.</b>
• Enhance appearance, accessibility and livability of downtown Salisbury by investing in streetscape and infrastructure improvements that support economic and residential growth efforts including Bell Tower Green, the Empire Hotel and expansion of passenger rail service.	<b>HIGH COST/ HIGH EFFORT</b>
• Complete a comprehensive parking study for the Municipal Service District.	<b>MODERATE COST/ MODERATE EFFORT</b>
• Explore incentives to encourage use of downtown commercial space and reduce vacancies.	<b>LOW COST/MODERATE EFFORT</b>

**Promote a strong economy citywide**

• Collaborate with partners to support and promote workforce development.	<b>LOW COST/ MODERATE EFFORT</b>
• Support efforts to maintain viable economic development sites available for development.	<b>HIGH COST/MODERATE EFFORT.</b>

**Engaged, Connected, Equitable Community Development**

Salisbury will have engaged citizens, strong schools and a safe community with equitable treatment of all residents

**Engaged Citizens**

• Create and promote opportunities for sustainable civic engagement	<b>LOW COST/LOW RESOURCES</b>
• Encourage, support and promote efforts of the Salisbury Youth Council.	<b>LOW COST/LOW RESOURCES</b>

**Equitable City**

• Improve fair housing policies and programs in order to make them more comprehensive.	<b>LOW COST/MODERATE EFFORT.</b>
• Study creation of an investment fund for small and minority businesses and collaborate with the IDEA Center for its implementation.	<b>COST UNKNOWN/ MODERATE EFFORT</b>
• Review and revise the current Human Relations Ordinance.	<b>LOW COST/MODERATE EFFORT</b>
• Implement a housing rehabilitation pilot program for owner-occupied and rental property (North Main Street/Salisbury High School area)	<b>HIGH COST/HIGH EFFORT</b>
• Adopt and begin implementation of the new Comprehensive Plan, <i>Salisbury Strong</i>	<b>LOW COST/MODERATE EFFORT</b>
• Work with West End Neighborhood and stakeholders to identify priority improvements from the West End Transformation Plan	<b>LOW COST/MODERATE EFFORT</b>

**Strong Schools**

• Formalize efforts to support schools, including pre-K	<b>LOW COST</b>
• Support partnerships with Rowan-Salisbury School Board and its leadership as well as institutions of higher learning.	<b>MODERATE COST/MODERATE EFFORT</b>
• Collaborate and support RSS efforts including the promotion of trade education in area high schools and exploring a Charter School District.	<b>LOW COST</b>

**Safe Community**

• Promote and enhance community safety by supporting staffing level efforts for police department	<b>HIGH COST/HIGH EFFORT</b>
---	------------------------------



## City Council Objectives and Goals for FY2018-2019

### Well-Maintained Community Infrastructure

Salisbury will preserve and enhance the infrastructure of our community

#### **Protect our water resources**

- |  |                              |
|--|------------------------------|
| • Safeguard Salisbury's interest on the Yadkin River by participating in relicensing of Alcoa's Yadkin Project | <b>HIGH COST/HIGH EFFORT</b> |
|--|------------------------------|

#### **Virtually Connected City**

- |   |                                      |
|---|--------------------------------------|
| • Manage the public/private partnership with Hotwire that fully leverages the utility's 10 gig capabilities to attract businesses while seeking ways to provide WiFi in economically disadvantaged neighborhoods. | <b>MODERATE COST/MODERATE EFFORT</b> |
|---|--------------------------------------|

#### **Physically Connected City**

- |   |   |
|---|---|
| • Develop a plan for priority infrastructure improvements along the City's principal gateway corridors  | <b>LOW COST/MODERATE EFFORT</b>   |
| • Continue to seek grants to leverage funds for extension of the Greenway.  | <b>MODERATE COST/MODERATE EFFORT</b>  |
| • Continue efforts to expand sidewalks in neighborhoods including amending the Land Development Ordinance to allow payment in-lieu funds to be spent throughout the city. | <b>LOW COST/LOW RESOURCES</b> to revise ordinance for reallocation of funds.<br><b>HIGH COST/HIGH EFFORT</b> to install sidewalks throughout City                       |
| • Study alternative transit vehicles and update the transit system plan.  | <b>LOW COST/MODERATE EFFORT</b> to study use of alternative vehicles. <b>HIGH COST/MODERATE EFFORT</b> for a broader discussion about Transit service routes and areas. |

### Strong City Organization

Salisbury employees and officials will provide a professional, well trained and inclusive organization

#### **Professional organization**

- |  |                                  |
|--|----------------------------------|
| • Continue to improve the City website, including integration of the City marketing plan | <b>LOW COST/MODERATE EFFORT</b>  |
| • Seek ways to provide a living wage for city employees and increase salary              | <b>HIGH COST/MODERATE EFFORT</b> |

#### **Well-trained organization**

- |   |                                 |
|---|---------------------------------|
| • Diversity and equity training for staff and Council         |                                 |
| • Interpersonal communications training for staff and Council | <b>LOW COST/MODERATE EFFORT</b> |

#### **Inclusive organization**

- |   |                                 |
|---|---------------------------------|
| • Ensure the City of Salisbury is inclusive and reflective of all citizens and serves as an open and safe place for all people.                         | <b>LOW COST/MODERATE EFFORT</b> |
| • Seek ways to reach under-represented populations for service on the City's boards and commissions. Promote openness and transparency in all endeavors | <b>LOW COST/MODERATE EFFORT</b> |

**EXHIBIT 2**  
**CITY OF SALISBURY**  
**SPECIAL PROJECTS FOR FY2018-19**

<b>GENERAL FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>CITY COUNCIL</b>				
LDO Codification	\$ 12,000	\$ 10,000	\$ 10,000	\$ -
Total Special Projects	<u>\$ 12,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ -</u>
<b>MANAGEMENT &amp; ADMINISTRATION</b>				
Citizens Academy	\$ 8,500	\$ 8,500	\$ 8,500	\$ -
Executive Development	6,000	6,000	6,000	-
United Way Day of Caring	2,000	2,000	2,000	-
Community Engagement	4,500	4,500	4,500	-
Public Art Maintenance	10,000	10,000	10,000	-
Total Special Projects	<u>\$ 31,000</u>	<u>\$ 31,000</u>	<u>\$ 31,000</u>	<u>\$ -</u>
<b>HUMAN RESOURCES</b>				
Munis - Training	\$ 60,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 60,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>INFORMATION TECHNOLOGIES</b>				
Phase 1 Disadvantaged Neighborhood WiFi	\$ 90,000	\$ -	\$ -	-
Total Special Projects	<u>\$ 90,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>FINANCIAL SERVICES</b>				
New Finance Software	\$ 350,000	\$ 350,000	\$ 350,000	\$ -
Total Special Projects	<u>\$ 350,000</u>	<u>\$ 350,000</u>	<u>\$ 350,000</u>	<u>\$ -</u>
<b>POLICE - SUPPORT SERVICES</b>				
Rowan County Telecommunications Pymnt 6 of 10	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Total Special Projects	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ -</u>
<b>POLICE - ADMINISTRATION</b>				
Community Class Room	\$ 5,000	\$ 3,500	\$ 3,500	\$ -
Game Plan for Life Program	4,000	-	-	-
Total Special Projects	<u>\$ 9,000</u>	<u>\$ 3,500</u>	<u>\$ 3,500</u>	<u>\$ -</u>
<b>POLICE - FIELD OPERATIONS</b>				
Ballistic Vest Replacement	\$ 6,160	\$ 6,160	\$ 6,160	\$ -
Replacement of 2 Radar Units	4,000	-	-	-
K9 Vests	2,000	-	-	-
Total Special Projects	<u>\$ 12,160</u>	<u>\$ 6,160</u>	<u>\$ 6,160</u>	<u>\$ -</u>
<b>FIRE ADMINISTRATION</b>				
MSA Altair 5X gas monitors	\$ 24,567	\$ 14,331	\$ 14,331	\$ -
Helmets needed for turnout gear	6,900	5,750	5,750	-
Firefighter Personal Protective Equipment	223,440	69,825	69,825	-
Level III Tactical & Ballistic First Responder Vest	22,418	-	-	-
Total Special Projects	<u>\$ 277,325</u>	<u>\$ 89,906</u>	<u>\$ 89,906</u>	<u>\$ -</u>

<b>GENERAL FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>ENGINEERING</b>				
Lincolnton Rd Sidewalk - TAP	\$ 84,000	\$ 84,000	\$ 84,000	\$ 67,200
Complete Bike Plan - Confederate to Fulton	9,725	-	-	-
Klumac Rd Sidewalk	35,000	-	-	-
Main Street Sidewalk - CMAQ	134,000	134,000	134,000	107,200
Brenner Ave Sidewalk - CMAQ	360,000	360,000	360,000	288,000
Grants Creek Greenway - TAP	250,000	250,000	250,000	200,000
Old Concord Rd Sidewalk - CMAQ	414,000	160,000	160,000	128,000
Downtown Parking Study	50,000	-	-	-
Update City Construction Standards	40,000	-	-	-
South Long St Traffic Calming	85,000	-	-	-
Newsome Rd Bike Lanes/Sidewalk - CMAQ	600,000	600,000	600,000	480,000
Sidewalk near West End Plaza (Salisbury Mall) - CMAQ	370,000	370,000	370,000	255,000
Newsome Road Extension	250,000	250,000	250,000	-
Neighborhood Sidewalk Projects	115,000	-	-	-
Total Special Projects	<u>\$ 2,796,725</u>	<u>\$ 2,208,000</u>	<u>\$ 2,208,000</u>	<u>\$ 1,525,400</u>
<b>STREET LIGHTING</b>				
Street Light Improvements- 150 Lights	\$ 32,130	\$ 10,000	\$ 10,000	\$ -
Total Special Projects	<u>\$ 32,130</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ -</u>
<b>COMMUNITY PLANNING SERVICES</b>				
Downtown Incentive Program: 121-123 S. Main St	\$ 63,320	\$ 63,320	\$ 63,320	\$ -
Downtown Incentive Program: 126 E. Innes St	156,238	156,238	156,238	-
West End Transformation	400,000	400,000	400,000	-
Historic Preservation Incentive Grant	50,000	20,000	20,000	-
Maxwell Chambers Property Park	350,000	350,000	350,000	-
Housing Stabilization - Year 4 of 5	100,000	100,000	100,000	-
Downtown Holiday Decorations	23,500	23,500	23,500	-
Knox Middle School RSSS Agreement	65,000	65,000	91,200	-
Dixonville-Lincoln Memorial Project	135,000	-	-	-
West End Vocational Training Program	30,000	30,000	30,000	-
Innes Street Incentive Grant	25,000	25,000	25,000	-
Main Street concept design	130,000	-	-	-
Total Special Projects	<u>\$ 1,528,058</u>	<u>\$ 1,233,058</u>	<u>\$ 1,259,258</u>	<u>\$ -</u>
<b>DEVELOPMENT SERVICES</b>				
Integro Incentive Grant	\$ 25,000	\$ 25,000	\$ 25,000	\$ -
Total Special Projects	<u>\$ 25,000</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>	<u>\$ -</u>
<b>PARKS AND RECREATION</b>				
Department Master Plan	\$ 70,000	\$ -	\$ -	\$ -
Parks and Rec WiFi	25,000	-	-	-
Total Special Projects	<u>\$ 95,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC SERVICES STREETS MAINTENANCE</b>				
Pavement Condition Survey	\$ 60,000	\$ -	\$ -	\$ -
Asset Management and work order software	68,000	-	-	-
Innes Street Sidewalk	150,000	-	-	-
Salary Adjustments for Maintenance	-	109,625	109,625	-
Total Special Projects	<u>\$ 278,000</u>	<u>\$ 109,625</u>	<u>\$ 109,625</u>	<u>\$ -</u>

<b>GENERAL FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>PUBLIC SERVICES-WASTE MANAGEMENT</b>				
Garbage receptacle replacement	\$ 21,506	\$ -	\$ -	\$ -
Rollout replacements	80,363	-	-	-
Total Special Projects	<u>\$ 101,869</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
 <b>GRAND TOTAL-SPECIAL PROJECTS</b>	 <b><u>\$ 5,748,267</u></b>	 <b><u>\$ 4,126,249</u></b>	 <b><u>\$ 4,152,449</u></b>	 <b><u>\$ 1,525,400</u></b>
 <b><u>TOTAL OFFSETTING REVENUE</u></b>	 <b><u>\$ 1,931,728</u></b>	 <b><u>\$ 1,525,400</u></b>	 <b><u>\$ 1,525,400</u></b>	
 <b><u>TOTAL CITY SHARE</u></b>	 <b><u>\$ 3,816,539</u></b>	 <b><u>\$ 2,600,849</u></b>	 <b><u>\$ 2,627,049</u></b>	

<b>WATER &amp; SEWER FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>UTILITIES ADMINISTRATION</b>				
Incentive Fund for Public/Private Fire Lines	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>
<b>TRANSIT FUND</b>				
<b>OPERATIONS</b>				
Rowan Express	\$ 10,700	\$ 10,700	\$ 10,700	\$ -
Ozone Action Days	10,000	-	-	-
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 20,700</b>	<b>\$ 10,700</b>	<b>\$ 10,700</b>	<b>\$ -</b>
<b>FIBRANT FUND</b>				
<b>BROADBAND SYSTEMS</b>				
MDU1 - 40 Units	\$ 39,436	\$ -	\$ -	\$ -
MDU2 - 66 Units	32,307	-	-	-
MDU3 - 28 Units	25,179	-	-	-
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 96,922</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>STORMWATER FUND</b>				
<b>ADMINISTRATION</b>				
Sunset Drive Par Drive Rehab	\$ 358,000	\$ -	\$ -	\$ -
Sunset Drive North Rehab	231,000	-	-	-
Club House Drive Rehab	30,000	-	-	-
Sunset Drive Central Rehab	115,000	-	-	-
Milford Road Rehab	30,000	-	-	-
Rehab Projects/emergency repairs	120,000	9,812	9,812	-
Drainage Grant	25,000	25,000	25,000	-
NPDES Compliance	15,000	15,000	15,000	-
McCoy Road Rehab	379,000	379,000	351,940	-
Vanderford Basin Rehab	72,000	-	-	-
Salary Adjustments for Maintenance	-	23,845	23,845	-
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 1,375,000</b>	<b>\$ 452,657</b>	<b>\$ 425,597</b>	<b>\$ -</b>

**EXHIBIT 3**  
**SPECIAL COMMUNITY ORGANIZATION GROUPS APPROPRIATIONS FOR FY2018-19**

	<b>FY2017-18</b>	<b>REQUESTED BY</b>	<b>MANAGER</b>	
	<b><u>ADOPTED</u></b>	<b><u>ORGANIZATION</u></b>	<b><u>RECOMMENDS</u></b>	<b><u>ADOPTED</u></b>
Human Relations Council	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
Facade Grants	22,000	25,000	22,000	22,000
Salisbury-Rowan EDC	114,088	114,088	114,088	114,088
Downtown Salisbury, Inc.	105,000	105,000	105,000	105,000
Rowan Arts Council	56,250	56,250	56,250	56,250
Horizons Unlimited	40,000	40,000	40,000	40,000
<b>Subtotal</b>	<b>\$ 342,488</b>	<b>\$ 345,488</b>	<b>\$ 342,488</b>	<b>\$ 342,488</b>
Rufty Holmes Senior Center	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
NAACP Banquet	5,000	5,000	5,000	5,000
Salisbury Community Foundation NonProfit Funding	40,000	40,000	40,000	40,000
Art Mural Maintenance	10,000	10,000	10,000	10,000
<b>Subtotal</b>	<b>\$ 118,000</b>	<b>\$ 118,000</b>	<b>\$ 118,000</b>	<b>\$ 118,000</b>
<b>TOTAL</b>	<b>\$ 460,488</b>	<b>\$ 463,488</b>	<b>\$ 460,488</b>	<b>\$ 460,488</b>

# City of Salisbury Holiday Schedule FY 2018 - 2019

- xvii

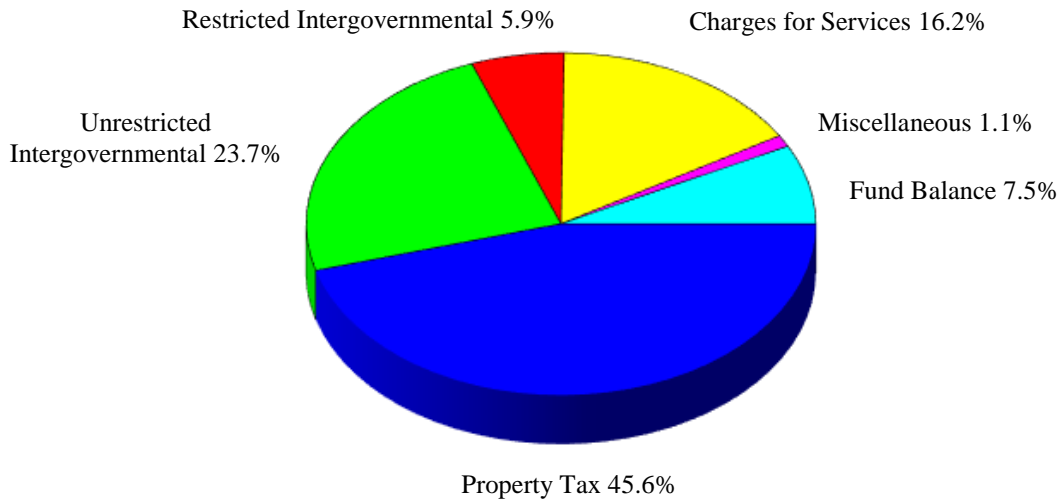




# FY 2018-19 GENERAL FUND

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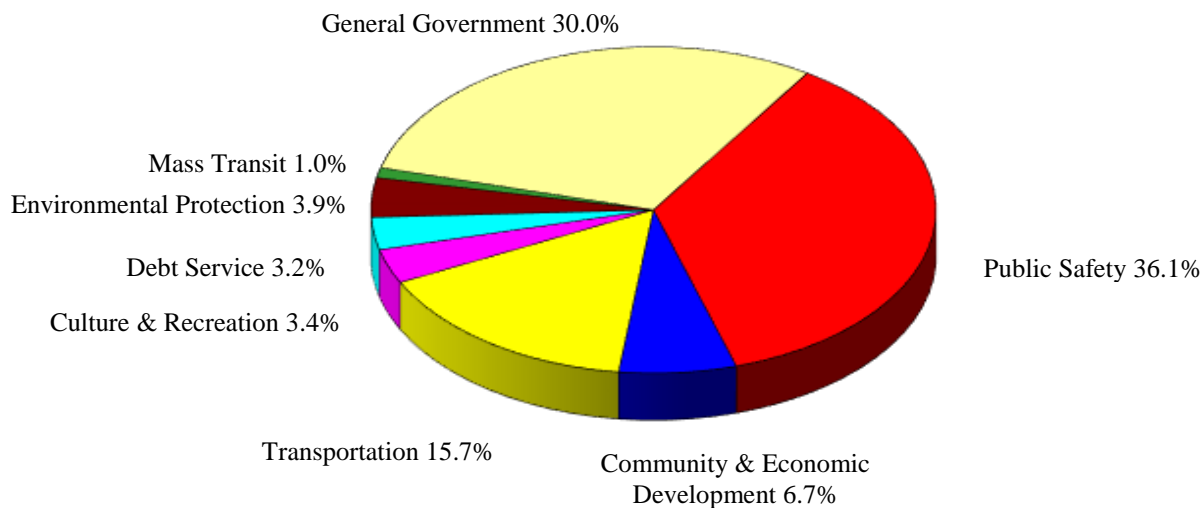
## Revenues - \$45,141,963



## *Where the Money Comes From*

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## Expenditures - \$45,141,963

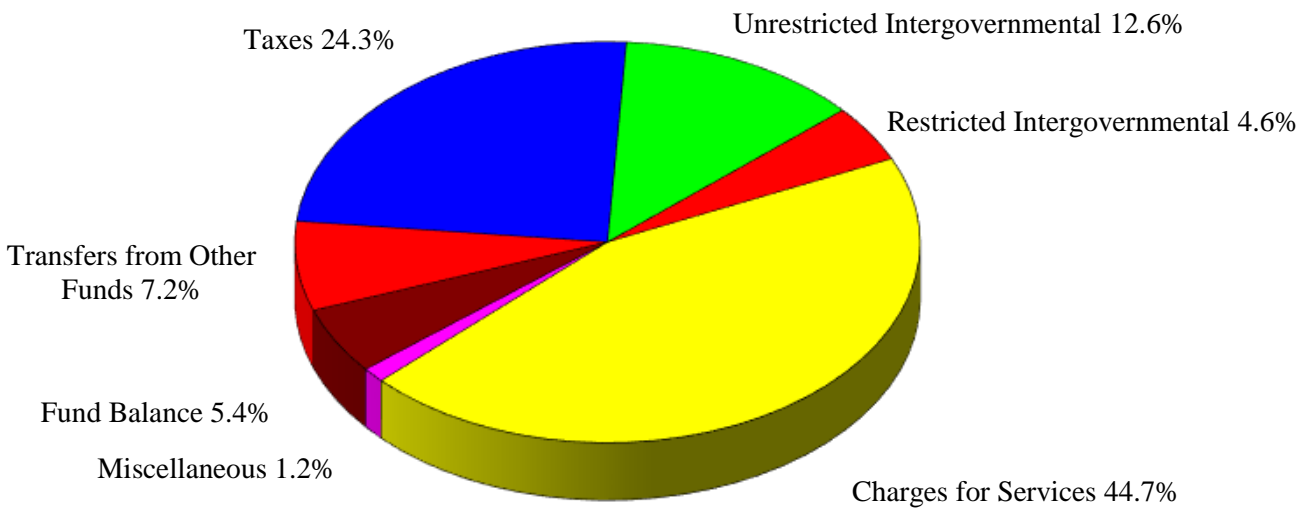


## *Where the Money Goes To*

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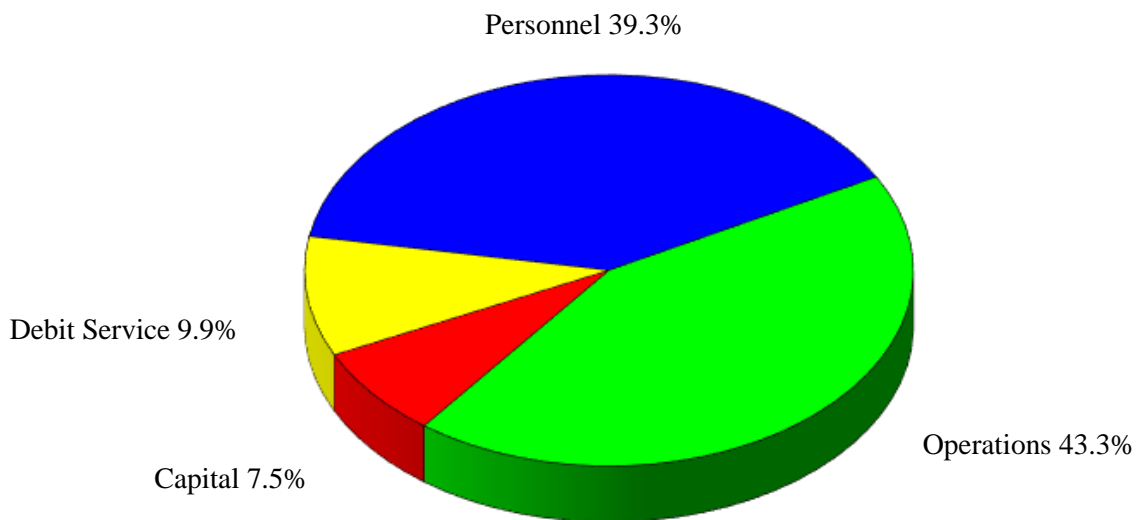
*Includes General Fund and General Fund Capital Reserve Fund Less Interfund Transfers*

## CITY REVENUES BY TYPE (All Funds)



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## CITY EXPENDITURES BY CATEGORY (All Funds)



**CITY OF SALISBURY, NORTH CAROLINA**  
**BUDGET SUMMARY**  
**For the Year Ending June 30, 2019**

	General/Special Revenue Funds			Enterprise Funds							Total
	General Fund	General Fund Capital Reserve	Entitlement Fund	Water/Sewer	Water/Sewer Capital Reserve	Transit	Fibrant Communications	Fibrant Capital Reserve	Stormwater	Stormwater Capital Reserve	
Estimated Fund Balance/											
Net Assets 6/30/18	\$14,302,000	\$ 3,500,000	\$ 7,400	\$ 102,000,000	\$ 2,040,000	\$ 659,000	\$ (10,000,000)	\$ 400,000	\$ 950,000	\$ 350,000	\$ 114,208,400
Budgeted Revenues & Other Financing Sources:											
Taxes	\$20,593,099	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,593,099
Unrestricted Intergovernmental	10,684,201	-	-	-	-	-	-	-	-	-	10,684,201
Restricted Intergovernmental	2,644,470	-	427,661	-	-	836,332	-	-	-	-	3,908,463
Charges for services	7,338,551	-	-	23,838,905	-	159,500	4,819,529	-	1,809,306	-	37,965,791
Miscellaneous	414,500	66,702	30,000	75,000	8,000	4,000	2,000	122,830	25,440	297,506	1,045,978
Long-term Debt Issued	-	-	-	-	-	-	-	-	-	-	-
Capital leases	-	-	-	-	-	-	-	-	-	-	-
Capital contributions	-	-	-	-	-	-	-	-	-	-	-
Transfers From Other Funds	-	1,938,386	-	-	480,083	467,822	3,000,000	125,310	-	137,262	6,148,863
Total Available Resources	\$41,674,821	\$ 2,005,088	\$457,661	\$ 23,913,905	\$ 488,083	\$1,467,654	\$ 7,821,529	\$ 248,140	\$ 1,834,746	\$ 434,768	\$ 80,346,395
Expenditures:											
General Government	\$ 9,953,063	\$ 566,470	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,519,533
Public Safety	14,937,279	1,355,500	-	-	-	-	-	-	-	-	16,292,779
Transportation	6,807,032	281,206	-	-	-	-	-	-	-	-	7,088,238
Environmental Protection	1,709,146	37,466	-	-	-	-	-	-	1,697,484	296,006	3,740,102
Culture and Recreation	1,410,292	128,762	-	-	-	-	-	-	-	-	1,539,054
Community & Economic Development	2,994,290	8,900	418,373	-	-	-	-	-	-	-	3,421,563
Education	40,000	-	-	-	-	-	-	-	-	-	40,000
Water & Sewer	-	-	-	20,300,858	568,443	-	-	-	-	-	20,869,301
Mass Transit	-	-	-	-	-	1,567,867	-	-	-	-	1,567,867
Fiber Optic	-	-	-	-	-	-	4,748,034	181,331	-	-	4,929,365
Debt Service:											
Principal	754,452	439,552	32,000	3,111,848	-	-	2,330,000	-	-	-	6,667,852
Interest	189,259	61,472	7,288	1,021,116	-	-	618,185	-	-	-	1,897,320
Transfers To Other Funds	5,406,208	-	-	480,083	-	-	125,310	-	137,262	-	6,148,863
Total Expenditures	\$44,201,021	\$ 2,879,328	\$457,661	\$ 24,913,905	\$ 568,443	\$1,567,867	\$ 7,821,529	\$ 181,331	\$ 1,834,746	\$ 296,006	\$ 84,721,837
Budgeted Increase (Decrease)											
in Fund Balance	\$ (2,526,200)	\$ (874,240)	\$ -	\$ (1,000,000)	\$ (80,360)	\$ (100,213)	\$ -	\$ 66,809	\$ -	\$ 138,762	\$ (4,375,442)
Full Accrual Adjustments: <sup>1</sup>											
Budgeted Capital Outlay	-	-	-	1,901,616	568,443	321,968	241,574	181,331	-	138,762	3,353,694
Budgeted Debt Principal	-	-	-	3,025,345	-	-	2,330,000	-	-	-	5,355,345
Estimated Depreciation	-	-	-	(5,496,869)	-	(104,298)	(704,606)	-	(25,186)	-	(6,330,959)
Estimated Fund Balance/											
Net Assets 6/30/19	<u>\$11,775,800</u>	<u>\$ 2,625,760</u>	<u>\$ 7,400</u>	<u>\$ 100,430,092</u>	<u>\$ 2,528,083</u>	<u>\$ 776,457</u>	<u>\$ (8,133,032)</u>	<u>\$ 648,140</u>	<u>\$ 924,814</u>	<u>\$ 627,524</u>	<u>\$ 112,211,038</u>

<sup>1</sup> The City's budget is developed on the modified accrual basis. Budgets for the General Fund and special revenue funds are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). Budgets for the enterprise funds are adopted on a basis consistent with GAAP except that bond principal payments and additions to fixed assets are treated as expenditures, and depreciation expense is not budgeted.

**SUMMARY OF INTERFUND TRANSFERS**  
**For the Year Ending June 30, 2019**

	FUND	TO						
		General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	Stormwater Capital Reserve	Fibrant Capital Reserve	Fibrant	TOTAL OUT
FROM	General	\$ 1,938,386	\$ -	\$ 467,822	\$ -	\$ -	\$ 3,000,000	\$ 5,406,208
	Water & Sewer	-	480,083	-	-	-	-	480,083
	Stormwater	-	-	-	137,262	-	-	137,262
	Fibrant	-	-	-	-	125,310	-	125,310
	TOTAL IN	\$ 1,938,386	\$ 480,083	\$ 467,822	\$ 137,262	\$ 125,310	\$ 3,000,000	\$ 6,148,863

# SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS

	<b>FY2016-17 ACTUAL</b>	<b>FY2017-18 ESTIMATE</b>	<b>FY2018-19 ADOPTED</b>
<b>REVENUES:</b>			
<b>GENERAL FUND/CAPITAL RESERVE FUND</b>			
Taxes	\$ 19,337,385	\$ 19,935,294	\$ 20,593,099
Unrestricted Intergovernmental	10,573,064	10,612,000	10,684,201
Restricted Intergovernmental	2,032,982	1,726,758	2,644,470
Charges for Services	7,201,349	7,294,186	7,338,551
Miscellaneous	634,499	612,793	481,202
Long-term Debt Issued	690,000	1,962,188	-
Fund Balance Appropriated	-	-	3,400,440
Transfers From Other Funds	1,661,396	1,782,010	1,938,386
Total Available Resources	\$ 42,130,676	\$ 43,925,229	\$ 47,080,349
<b>WATER &amp; SEWER FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 25,934,277	\$ 25,692,792	\$ 23,838,905
Miscellaneous	88,600	151,515	83,000
Appropriated Fund Balance	-	-	1,080,360
Transfers From Other Funds	504,100	479,807	480,083
Total Available Resources	\$ 26,526,977	\$ 26,324,114	\$ 25,482,348
<b>MASS TRANSIT FUND</b>			
Restricted Intergovernmental	\$ 618,631	\$ 548,726	\$ 836,332
Charges for Services	150,425	151,700	159,500
Miscellaneous	3,431	5,319	4,000
Fund Equity Appropriated	-	75,000	100,213
Transfers From Other Funds	465,322	465,322	467,822
Total Available Resources	\$ 1,237,809	\$ 1,246,067	\$ 1,567,867
<b>FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 5,615,621	\$ 5,069,126	\$ 4,819,529
Miscellaneous	3,267	8,394	2,000
Transfers From Other Funds	2,467,322	3,491,537	3,248,140
Long-Term Debt Issued	-	26,270,000	-
Total Available Resources	\$ 8,086,210	\$ 34,839,056	\$ 8,069,669
<b>STORMWATER UTILITY FUND &amp; CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 1,307,080	\$ 1,363,282	\$ 1,809,306
Other Operating/Miscellaneous	133,283	153,414	164,202
Transfers From Other Funds	-	-	296,006
Total Available Resources	\$ 1,440,363	\$ 1,516,696	\$ 2,269,514
<b>SPECIAL REVENUE FUNDS</b>			
Restricted Intergovernmental	\$ 334,218	\$ 250,266	\$ 427,661
Miscellaneous	153,494	242,384	30,000
Total Available Resources	\$ 487,712	\$ 492,650	\$ 457,661
<b>TOTAL BUDGETED REVENUES &amp; OTHER FINANCING SOURCES:</b>			
Taxes	\$ 19,337,385	\$ 19,935,294	\$ 20,593,099
Unrestricted Intergovernmental	10,573,064	10,612,000	10,684,201
Restricted Intergovernmental	2,985,831	2,525,750	3,908,463
Charges for Services	40,208,752	39,571,086	37,965,791
Miscellaneous	1,016,574	1,173,818	764,404
Long-term Debt Issued	690,000	28,232,188	-
Fund Balance Appropriated	-	75,000	4,581,013
Transfers From Other Funds	2,630,818	2,727,139	6,430,437
Total Available Resources	\$ 79,909,747	\$ 108,343,812	\$ 84,927,408

	<b>FY2016-17 ACTUAL</b>	<b>FY2017-18 ESTIMATE</b>	<b>FY2018-19 ADOPTED</b>
<b>EXPENDITURES</b>			
<b>GENERAL FUND/CAPITAL RESERVE FUND</b>			
General Government	\$ 6,105,018	\$ 8,892,855	\$ 10,519,533
Public Safety	13,707,675	16,776,412	16,292,779
Transportation	5,005,879	6,092,036	7,088,238
Environmental Protection	1,640,900	1,920,260	1,746,612
Culture and Recreation	1,820,776	1,444,697	1,539,054
Community/Economic Dev	2,470,357	2,597,262	3,003,190
Education	38,107	40,000	40,000
Debt Service	1,229,724	794,206	1,444,735
Transfers To Other Funds	2,780,780	5,532,367	5,406,208
Total Expenditures	\$ 34,799,216	\$ 44,090,095	\$ 47,080,349
<b>WATER &amp; SEWER FUND/CAPITAL RESERVE FUND</b>			
Water & Sewer	\$ 19,022,966	\$ 19,851,073	\$ 20,869,301
Debt Service	5,065,870	4,132,964	4,132,964
Transfers To Other Funds	504,100	479,807	480,083
Total Expenditures	\$ 24,592,936	\$ 24,463,844	\$ 25,482,348
<b>TRANSIT FUND</b>			
Mass Transit	\$ 1,261,923	\$ 1,268,923	\$ 1,567,867
Total Expenditures	\$ 1,261,923	\$ 1,268,923	\$ 1,567,867
<b>FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND</b>			
Fiber Optic Network	\$ 5,219,462	\$ 5,018,681	\$ 4,996,174
Debt Service/Debt Refunding	3,009,530	29,217,582	2,948,185
Transfer To Other Funds	151,864	150,824	125,310
Total Expenditures	\$ 8,380,856	\$ 34,387,087	\$ 8,069,669
<b>STORMWATER UTILITY FUND/CAPITAL RESERVE FUND</b>			
Environmental Protection	\$ 1,044,309	\$ 1,206,809	\$ 2,132,252
Transfers to Other Funds	104,490	116,578	137,262
Total Expenditures	\$ 1,148,799	\$ 1,323,387	\$ 2,269,514
<b>SPECIAL REVENUE FUNDS</b>			
Community/Economic Dev	\$ 444,392	\$ 427,463	\$ 418,373
Debt Service	42,672	42,672	39,288
Total Expenditures	\$ 487,064	\$ 470,135	\$ 457,661
<b>TOTAL BUDGETED EXPENDITURES</b>			
General Government	\$ 6,105,018	\$ 8,892,855	\$ 10,519,533
Public Safety	13,707,675	16,776,412	16,292,779
Transportation	5,005,879	6,092,036	7,088,238
Environmental Protection	2,685,209	3,127,069	3,878,864
Culture and Recreation	1,820,776	1,444,697	1,539,054
Community/Economic Dev	2,914,749	3,024,725	3,421,563
Education	38,107	40,000	40,000
Water & Sewer	19,022,966	19,851,073	20,869,301
Mass Transit	1,261,923	1,268,923	1,567,867
Fiber Optic Network	5,219,462	5,018,681	4,996,174
Debt Service/Debt Refunding	9,347,796	34,187,424	8,565,172
Transfers To Other Funds	3,541,234	6,279,576	6,148,863
Total Expenditures	\$ 70,670,794	\$ 106,003,471	\$ 84,927,408

## SUMMARY OF CAPITAL EXPENDITURES

The City defines capital expenditures as facilities maintenance and the purchase of vehicles, equipment, and software which individually amounts to a value in excess of \$5,000 for budgetary purposes and an expected life of more than one year. The following table summarizes capital expenditures by fund:

	Requested FY 18 -19	Mgr Recommends FY 18 -19	Adopted FY 18 -19
Total General Fund	\$ 3,746,093	\$ 934,642	\$ 934,642
Total General Fund Capital Reserve Fund	3,922,321	1,959,468	1,959,468
Total Water & Sewer Fund	1,901,616	1,901,616	1,901,616
Total Water/Sewer Capital Reserve Fund	568,443	568,443	568,443
Total Mass Transit Fund	2,029,167	321,968	321,968
Total Stormwater Fund	-	-	-
Total Stormwater Capital Reserve Fund	296,006	296,006	296,006
Total Fibrant Communications Fund	474,426	241,574	241,574
Total Fibrant Communications Capital Reserve F	181,331	181,331	181,331
 Total All Funds	 <u>\$ 13,119,403</u>	 <u>\$ 6,405,048</u>	 <u>\$ 6,405,048</u>

## REVENUE ASSUMPTIONS FOR FY2018-19

### General Fund Revenue

#### Taxes:

**Property Taxes** –Property tax values are provided by the Rowan County Tax Assessor’s office. The office projects slight growth in the tax base. A 1.61% uncollectible rate was used.

**MSD (Municipal Service District) Property Taxes** – Property tax values are provided by the Rowan County Tax Assessor’s office. The office projects very slight growth in the tax base.

**Prior Year Property Taxes** - Based on historical trends adjusted by the size of the 2017 property tax receivable balance projected as of June 30, 2018 adjusted for the economy.

**Interest on Delinquent Taxes** - Based on historical trends.

**Vehicle Tax** – Based on number of vehicles inside City Limits.

**Other Taxes** - Based on historical trends.

#### Intergovernmental (Restricted and Unrestricted):

**Federal** - Based on anticipated and existing grants. The two largest grants are CMAQ grants to fund sidewalks and bike lanes.

**State** - Based on FY2018-19 state shared receipts plus anticipated state grants. The City receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage (see graph on page 1-9).

**Local Option Sales Tax** - Based on estimates provided by the North Carolina League of Municipalities and last year's sales data (see graph on page 1-9).

**Other** - Based on payment in lieu of taxes from the Housing Authority (see graph on page 1-10).

#### Charges for Services:

**Environmental Protection** - Based primarily on existing user charges for recycling, landfill tipping fees, and garbage collection.

**Culture and Recreation** - Based on projected activities, participation, and fee levels.

**Code Services Fees** – Based on historical trends.

**Public Safety** - Based on historical trends for the revenues derived from police and fire protection and charges for radios and pagers to public agencies within the area (see graph on page 1-10).

**Cemetery** - Based on historical trends.

**Radio Antenna and Paging Rentals** – Based on historical trends.

**Rentals and Sale of Property** - Based on historical trends (see graph on page 1-10).

**Licenses and Permits** – Previously was based on rental vehicle license and a projection of all currently licensed businesses in Salisbury at the current license rates with an adjustment for the local business climate. But the NC General Assembly in the 2014 session repealed the local privilege tax in FY2015-16. At this time, there is no replacement revenue for the loss. (see graph on page 1-9).

**Administrative Revenue** - Based on estimated expenditures for services provided by General Fund departments that are reimbursed by the Enterprise Funds. These expenditures are the sum of the estimated percentage of time each General Fund department expends on behalf of the Enterprise Funds multiplied by the departmental budget. This transfer amount is calculated annually.

**Other** - Based on historical trends.

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2018-19.

**Donations** - Based on historical trends and anticipated donations.

**Other** - Based on historical trends (see graph on page 1-10).

**General Fund Capital Reserve Fund Revenue**

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2018-19.

**Other** - Based on historical trends.

**Other Financing Sources:**

**Proceeds from Capital Leases** – No revenues anticipated in FY2018-19.

**Operating Transfer from General Fund** - Funding based on vehicle, radio, and computer replacement schedules that the General Fund will place in reserve for future vehicle, radio, and computer purchases.

**Water and Sewer Fund Revenue**

**Operating Revenues:**

**Charges for Services** - Based on estimates using historical volumes, trends, projections, and revised rates based on a comprehensive rate review completed in April 2018.

**Water and Sewer Taps** – Based on the projected taps to be completed in FY2018-19.

**Nonoperating Revenues:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2018-19.

**Miscellaneous Revenues** - Based on historical trends.

**Water and Sewer Capital Reserve Fund Revenue**

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2018-19.

**Other Financing Sources:**

**Operating Transfer from Water and Sewer Fund** - Funding based on vehicle and computer replacement schedules that the Water and Sewer Fund will place in reserve for future vehicle and computer purchases.

**Transit Fund Revenue**

**Operating Revenues:**

**Charges for Services** - Based on estimates using historical ridership, trends, and current fare structure.

**Nonoperating Revenues:**

**Intergovernmental** - Based on estimates provided by the State of North Carolina.

**Other Financing Sources:**

**Operating Transfer from General Fund** - The amount of subsidy that the General Fund will provide the Transit Fund during FY2018-19.

**Special Revenue Funds Revenue**

**Intergovernmental:**

**Federal** - Based on an estimate provided by the U.S. Department of Housing and Urban Development.

**Miscellaneous:**

**Other** - Based on anticipated program income.



## Fibrant Communications Fund Revenue

### Operating Revenues:

**Charges for Services** - Based on estimates for customers and charges from the Business Plan.

### Nonoperating Revenues:

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2018-19.

### Other Financing Sources:

**Operating Transfer from General Fund** - The amount of subsidy that the General Fund will provide the Fibrant Communications Fund during FY2018-19.

## Fibrant Communications Capital Reserve Fund Revenue

### Other Financing Sources:

**Operating Transfer from Fibrant Communications** - Funding based on vehicle and computer replacement schedules that the Fibrant Communications Fund will place in reserve for future vehicle and computer purchases.

## Stormwater Fund Revenue

### Operating Revenues:

**Charges for Services** - Based on estimates for customers and charges from the Stormwater Funding Plan.

## Stormwater Capital Reserve Fund Revenue

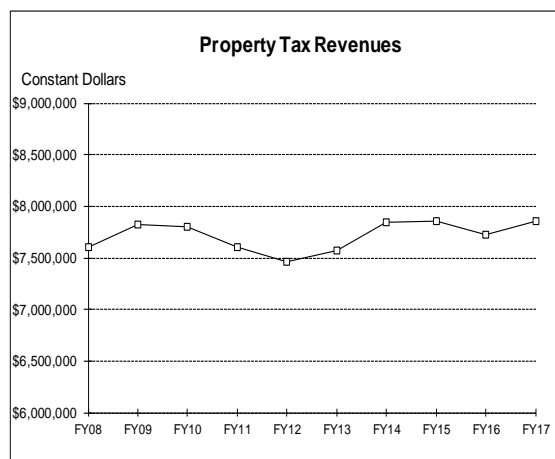
### Other Financing Sources:

**Operating Transfer from Stormwater Fund** - Funding based on vehicle and computer replacement schedules that the Stormwater Fund will place in reserve for future vehicle and computer purchases.

## TREND MONITORING

As noted previously, many revenues are budgeted based on historical trends. Trend monitoring is an essential element in the budgeting process for the City of Salisbury. Revenue information by line item is available for the current fiscal year, along with actual revenues for the past two fiscal years. The information is then evaluated based on past trends in conjunction with current estimates.

Trend factors are translated into indicators, which are then converted into graphs. As shown below, the graph has a warning sign that can necessitate appropriate action from the City. As shown in the graph, the City experienced growth in property tax revenues until FY11 when the results of the last recession begin to impact the growth of property values.



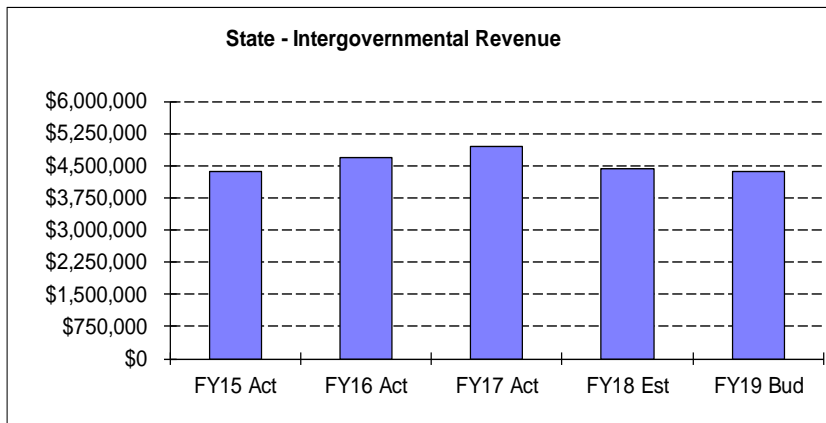
**WARNING TREND:**

Decline in property tax revenues (constant dollars)



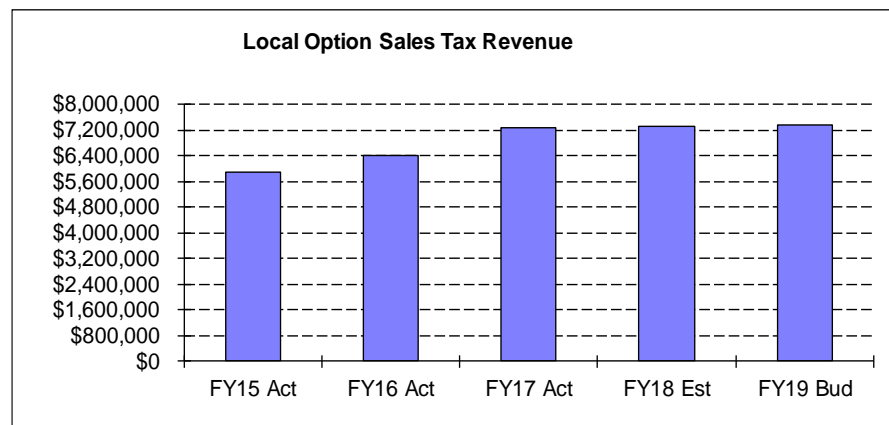
## OTHER REVENUE TRENDS

The following graphs are two of the other major revenue sources for the General Fund.

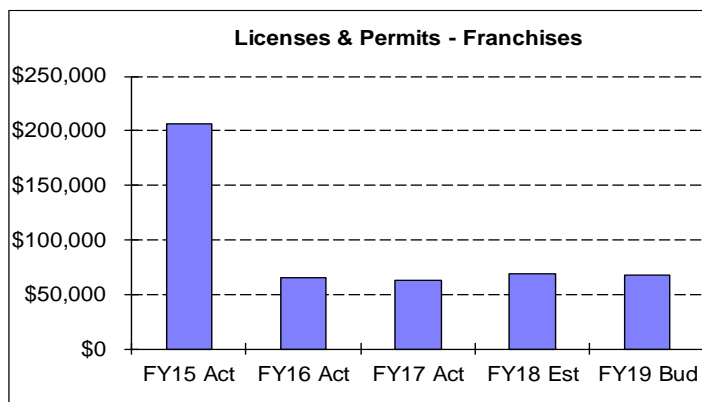


State intergovernmental revenue is comprised to state-shared receipts and grants. As of FY15, the City no longer received Hold Harmless Reimbursements.

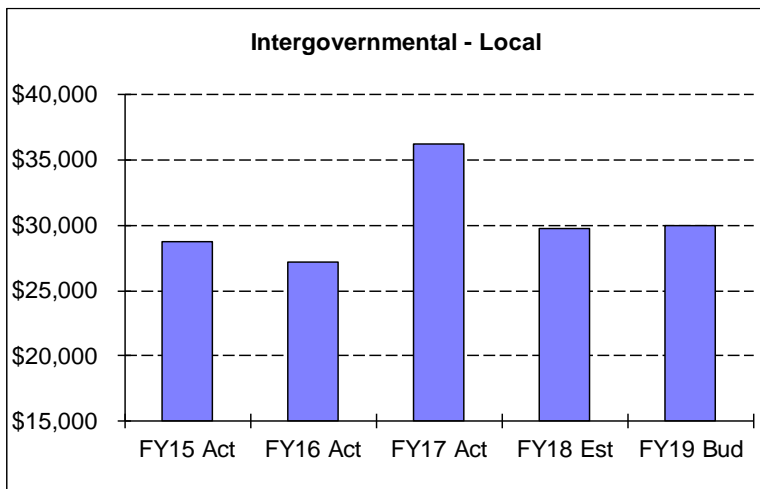
Local option sales tax revenue is based on the 1% and ½% local option sales tax. Based on the current economic forecasts, revenues have been increasing at modest pace. Beginning in the last quarter of FY16, the City started seeing an increase due to the expansion of the tax base, which now includes the taxation of some services.



The following graphs depict major revenue sources that are based on historical trends. Each graph has a brief description of that particular revenue source along with an analysis of the trends.

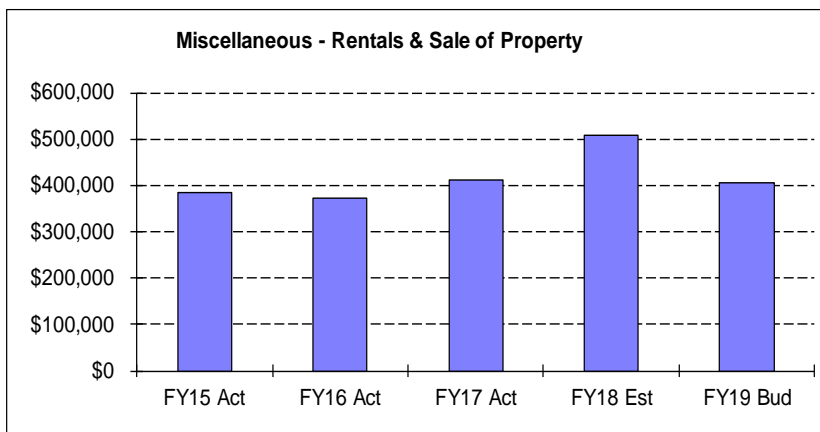
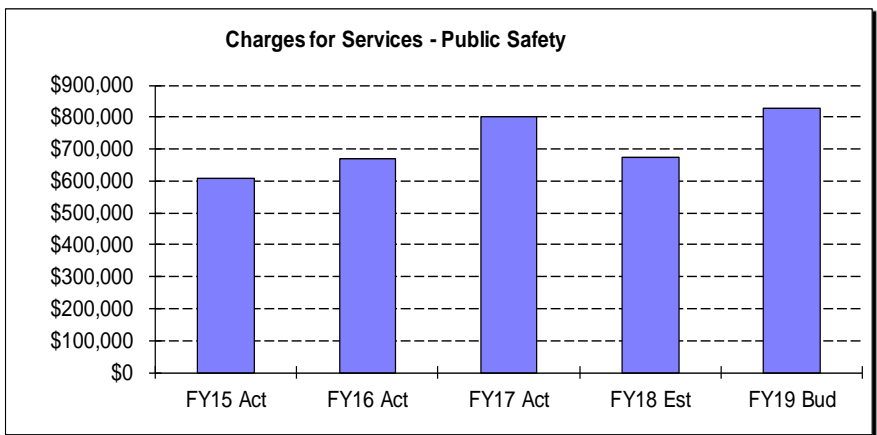


Permit revenues have been based on business privilege licenses and the rental vehicle licenses within the City. Rental Vehicle licenses were first realized in FY11 and have continued to be at the same consistent level each year thereafter. In the 2014 session, the NC General Assembly repealed the local privilege tax in FY2015-16. At this time, there is no replacement revenue for the loss.



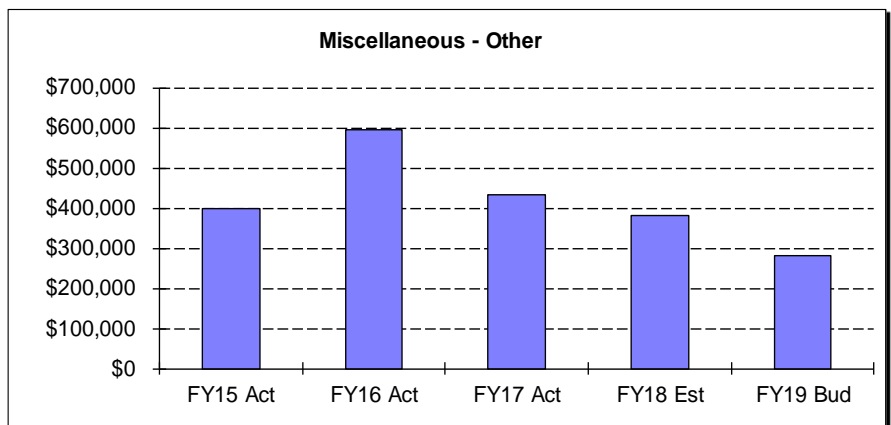
Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.

Revenues from public safety charges for services are derived from police and fire protection, and charges for radios and pagers to public agencies within the area.



Rental revenue, both residential and commercial, from the Plaza continues to increase. Other revenue sources for this category include sale of assets, sale of materials, and the rental of Hurley Park. FY18 shows an increase in the sale of assets due to a backlog of surplus property.

Other miscellaneous revenue is subject to significant fluctuation due to General Fund donations and miscellaneous revenue.



## **FINANCIAL MANAGEMENT AND BUDGET PROCESS**

### **FINANCIAL MANAGEMENT PROGRAM**

The City's financial management program continues to provide the citizens of the City with an approach which has served to enhance the City's excellent financial position by:

1. Investing all available funds not needed on a daily basis in order to maximize interest earnings
2. Allocating City resources only to program areas that meet community needs
3. Monitoring these program areas to ensure they are carried out within authorized levels

### **FINANCIAL MANAGEMENT SYSTEMS**

#### **FUND ACCOUNTING**

Governmental accounting systems should be organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts, recording cash and other financial resources together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or obtaining certain objectives in accordance with special regulations, restrictions, or limitations. Thus a governmental unit is a combination of several distinctly different fiscal and accounting entities, each having a separate set of accounts and functions.

The budgeted funds are as follows:

#### **Governmental Fund Types**

Governmental funds are those through which governmental functions typically are financed. The acquisition, use, and balances of the government's expendable financial resources and the related current liabilities, except those accounted for in the proprietary fund, are accounted for through governmental funds. The governmental fund measurement focus is based upon determination of financial position and changes in financial position (sources, usage, and balances of financial resources), rather than upon net income determination. The statement of revenues, expenditures, and changes in fund balance is the primary governmental fund operating statement.

**General Fund** – The General Fund is the general operating fund of the City. The General Fund accounts for all financial resources except those that are required to be accounted for in another fund. The primary revenue sources are ad valorem taxes, governmental grants, and various other taxes and fees. The primary expenditures are for public safety, street maintenance and construction, sanitation services, parks and recreation, and economic development. An equipment replacement subfund for the General Fund is maintained for accounting and budgeting purposes. For financial reporting purposes, this subfund has been consolidated into the General Fund.

**Special Revenue Fund** - Special revenue funds account for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City maintains one Special Revenue Fund, a Community Development Fund.

#### **Proprietary Fund Types**

Proprietary funds are used to account for a government's ongoing organizations and activities which are similar to those found in the private sector. All assets, liabilities, equity, revenues, expenses, and transfers relating to the government's business and quasi-business activities (where net income and capital maintenance are measured) are accounted for through proprietary funds. The generally accepted accounting principles used here are those applicable to similar businesses in the private sector, and the measurement focus is upon determination of net income, financial position, and cash flows.

**Enterprise Funds** - Enterprise funds are used to account for business-type activities in which fees are charged to the customers to help cover all or most of the cost of the services provided.

The enterprise funds include the Water and Sewer Fund, Fibrant Communications Fund, Stormwater Utility Fund and Transit Fund. An equipment replacement subfund for Water and Sewer, Fibrant Communications and for

Stormwater Utility is maintained for accounting and budgeting purposes. For financial reporting purposes, this subfund has been consolidated into the Water and Sewer Fund and Stormwater Fund.

## **BASIS OF ACCOUNTING**

In accordance with North Carolina General Statutes, all funds of the City are maintained during the year using the modified accrual basis of accounting.

Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments, and compensated absences, which are recognized as expenditures to the extent they have matured. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources.

The City considers all revenues available if they are collected within 90 days after year-end, except for property taxes. Ad valorem taxes receivable are not accrued as revenue because the amount is not susceptible to accrual. At June 30, taxes receivables are materially past due and are not considered to be an available resource to finance the operations of the current year.

Until FY2014, Rowan County was responsible for billing and collecting the property taxes on registered vehicles on behalf of all municipalities and special tax districts in the county, including the City of Salisbury. In FY2014, North Carolina implemented the Tag and Tax Together program – a more streamlined method for vehicle owners to pay their registration and vehicle taxes. Annual registration fees and vehicle property taxes will be paid to the Division of Motor Vehicles (DMV). In turn, the DMV will distribute the taxes to the appropriate counties.

Sales taxes and certain intergovernmental revenues, such as the utilities franchise tax, collected and held by the State at year-end on behalf of the City, are recognized as revenue. Intergovernmental revenues and sales and services are not susceptible to accrual because generally they are not measurable until received in cash. Grant revenues which are unearned at year-end are recorded as deferred revenues. Under terms of grant agreements, the City funds certain programs with combination of specific cost-reimbursement grants, categorical grants, and general revenues. Thus, when program expenses are incurred, there are both restricted and unrestricted net assets available to finance the program. It is the City's policy to first apply general revenues, followed by categorical block grants, and then cost-reimbursement grants.

The Proprietary Funds are accounted for using the economic resources measurement focus. The generally accepted accounting principles used in these funds are similar to those applicable to private sector businesses where the focus is upon determination of net income, financial position, and cash flows.

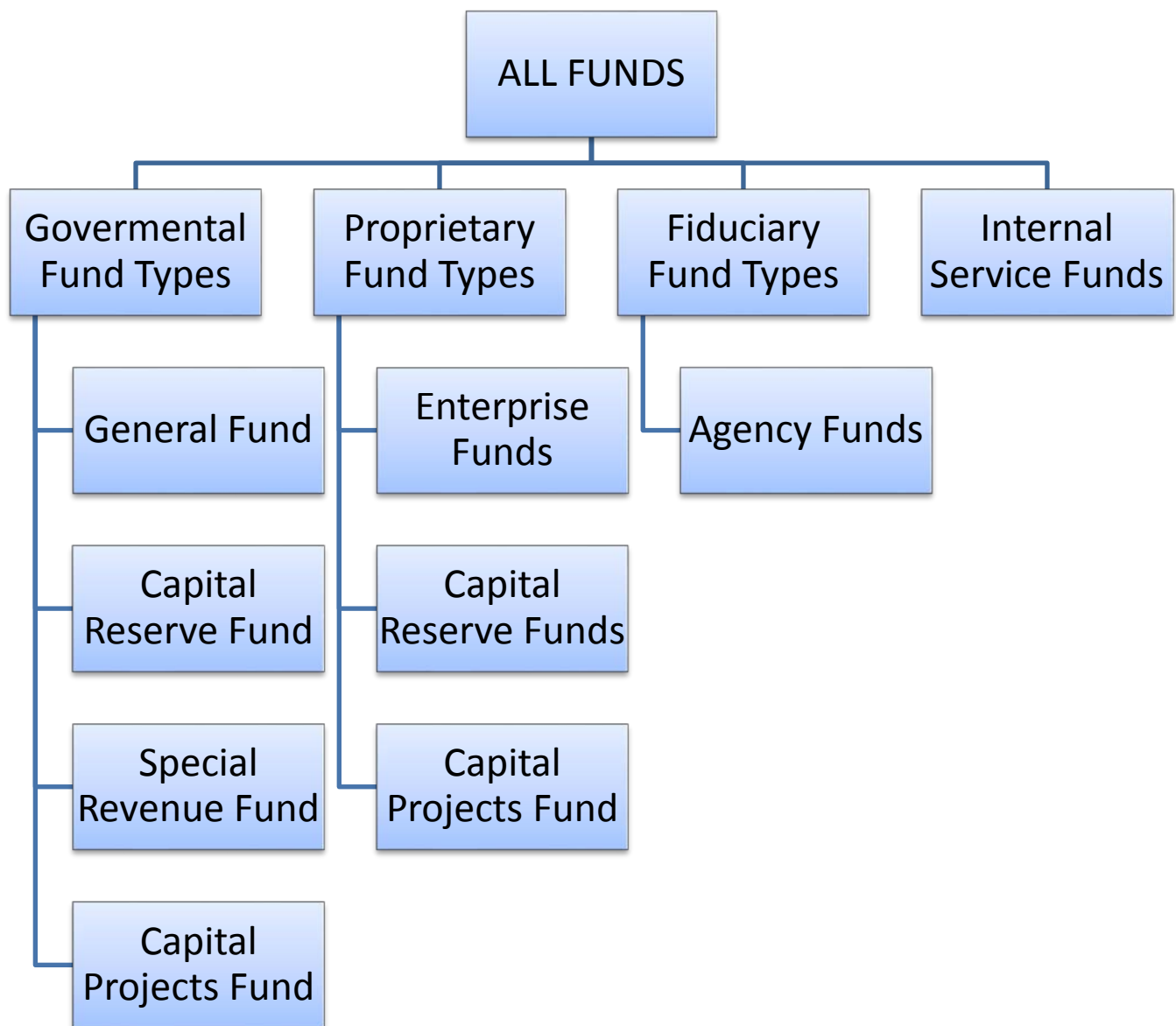
The basis of accounting determines when the revenues and expenditures or expenses and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

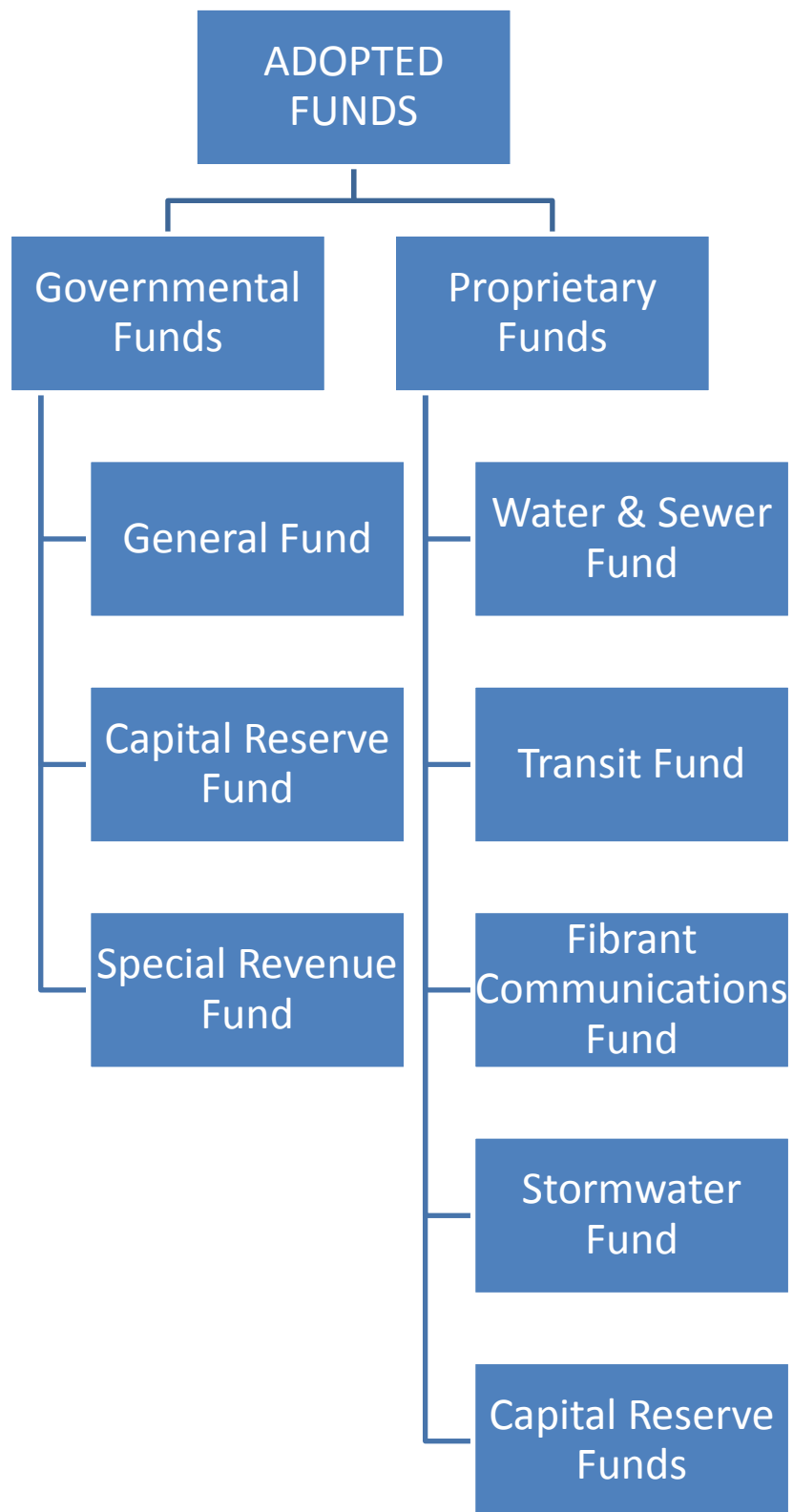
The Enterprise Funds reimburse the General Fund for expenditures made on its behalf in the central services departments (i.e., Human Resources, Management Services, Fleet, Risk Management). The General Fund pays the Water and Sewer Fund for its normal billable charges. These types of transactions are considered to be quasi-external transactions and are recorded as revenues and expenses in the appropriate funds.

## **BASIS OF BUDGETING**

The City's budgets are adopted as required by the North Carolina General Statutes. An annual budget ordinance is adopted for the General, Special Revenue, and Enterprise funds. All annual appropriations lapse at fiscal year end. Project ordinances are adopted for the Capital Project Fund and Enterprise Fund Capital Projects Fund, which are consolidated with the operating funds for reporting purposes. These appropriations continue until the project is completed. All budgets are prepared using the modified accrual basis of accounting. Expenditures may not legally exceed appropriations at the functional level for all annually budgeted funds and at the object level for the multi-year funds. Budget Ordinances are required for any revisions that alter total expenditures of any fund. All ordinances must be approved by the City Council. The annual budget ordinance must be adopted by July 1 of the fiscal year or the City Council must adopt an interim budget that covers that time until the annual ordinance can be adopted.

The City's budget is developed on the modified accrual basis as explained previously. Budgets for the General Fund and Special Revenue Fund are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). Budgets for the Enterprise funds are adopted on a basis consistent with GAAP except that bond proceeds and contributed capital are treated as other financing sources, bond principal payments and additions to fixed assets are treated as expenditures, depreciation expense is not budgeted, and no accruals are made for interest expense and vacation pay.





## **FINANCIAL MANAGEMENT POLICIES**

### **INVESTMENT POLICY**

The City's investment policy is to minimize credit and market risks while maintaining a competitive yield on its portfolio. Accordingly, deposits were either insured by federal depository insurance or collateralized. Salisbury City Council has approved this policy.

#### **Policies**

- Always consider the risk factor of an investment.
- Maintain liquidity in the investment portfolio at all times.
- Consider yield only after risk and liquidity are assured.
- Only purchase investments that can be perfected.
- No purchase of derivatives.
- Use only brokerages with offices in Salisbury.
- Maintain a mix of investments with no over-reliance on a single type of investment.
- Avoid long term investments.
- Always purchase investments with the intent to hold to maturity.
- Investments are made with cash not required to meet current disbursement needs after projecting cash requirements.
- Investments are competitively bid.
- All investments require the approval of two authorized employees to complete the transaction.

#### **Investments Used By City**

- US fully guaranteed investments.
- NC State Banks' and Savings and Loan Associations' CDs, NOWS, SuperNow, Shares, and Deposits in Savings.
- Obligations of the Federal Farm Credit Bank, the Federal Home Loan Banks, the Federal Home Loan Mortgage Corporation, and the Government National Mortgage Association.
- Prime quality commercial paper and bankers acceptance.
- North Carolina Capital Management Trust.

#### **Custodial Risk Assumed By City**

- GAAP requires that governments classify their investment's custodial risks into categories with least risk being Category 1 and highest risk being Category 3.
- Category 1 includes investments that are insured or registered, or for which the securities are held by the City or its agent in the City's name.
- All City investments are purchased and held as Category 1 investments.

## **FISCAL POLICIES**

### **Revenue Policy**

1. The cumulative increase of revenue from the levy of property tax will not exceed five (5) percent from the preceding year. The increase excludes: taxable value gained through annexation; the taxable value gained through new construction; tax increases mandated by the voters, courts, State, or federal governments.
2. The City will project revenues for five years and will update the projections annually prior to the beginning of the preparation of the annual budget.
3. The City will utilize user charges in lieu of ad valorem taxes for services that can be individually identified and where the costs are directly related to the level of service:
  - a) Recreational programs will be funded from user charges for all programs in which it is practical to charge. User charges should represent at least 15% of the total recreational budget.
  - b) Cemetery activities should be partially funded from user charges. User charges should represent at least 50% of the total Cemetery budget.
  - c) Waste Management Division's cost to use the County's landfill will be recovered completely from users.
  - d) User charges will pay for the cost of operating a recycling program.
  - e) The user charge fees for water and sewer will be sufficient to finance all operating, capital, and debt service costs for the Water and Sewer Fund.
4. All City charges and fees will be reviewed and updated annually.



### **Operating Budget Policy**

1. Current operating revenues will be sufficient to support current operating expenditures.
2. Debt or bond financing will not be used to finance current expenditures.
3. For programs with multiple revenue sources, the City will adhere to the revenue spending policy: the Finance Officer will use resources in the following hierarchy: bond proceeds, federal funds, State funds, local non-city funds, city funds.
4. Annually recurring revenues will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay).
5. The City will develop a program to replace all information systems hardware at least once every four years.
6. The City will establish a Capital Replacement Fund for the replacement of vehicles, information systems hardware, and radio equipment. The Fund will purchase the equipment and lease it back to the appropriate department over its useful life. These lease payments will create a sinking fund to be utilized to purchase new equipment to replace the existing one.
7. The City will establish a Risk Management Program to provide for protection against loss and a reduction in exposure to liability. The City will establish a safety program to minimize the City's exposure to liability and thereby reduce the number of claims against the City.
8. The City will avoid budgetary practices that balance current expenditures at the expense of meeting future year's expenses.
9. The City will only use one-time revenues for the funding of capital improvements or other non-recurring expenditures.

### **Capital Improvement Policy**

1. The City will prepare and adopt a ten-year Capital Improvement Program which will detail each capital project, estimated cost, description, and funding source.
2. Operating expenditures will be programmed to include the cost of implementing the Capital Improvement Program and providing all manpower, operating costs, and capital outlay required.
3. The City will prepare and update annually a resurfacing and replacement policy for street and sidewalk improvements.

### **Accounting Policy**

1. The City will establish and maintain the accounting systems according to the generally accepted principles and standards of the Government Accounting Standards Board (GASB) and the National Committee on Governmental Accounting.
2. An annual audit will be performed by an independent public accounting firm which will issue an official opinion on the annual financial statements, with a management letter detailing areas that need improvement (if required).
3. Full disclosure will be provided in the financial statements and bond representation.
4. Financial systems will be maintained to monitor expenditures and revenue on a monthly basis with a thorough analysis and adjustment (if required).
5. Interfund loans are authorized according to the resolution adopted by City Council on November 17, 2009.
6. All revenue collections will be consolidated under the City's Financial and Business Services Department.
7. The City will continue to obtain the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from the GFOA.

### **Debt Policy**

1. Capital projects, financed through the issuance of bonds, shall be financed for a period not to exceed the expected useful life of the project.
2. The general obligation debt of the City will not exceed 8 percent of the assessed valuation of the taxable property of the City.
3. Interest, operating and/or maintenance expenses will be capitalized only for facilities or enterprise activities and will be strictly limited to those expenses incurred prior to actual operating of the facilities.
4. Interfund loans will be made as needed according to the Resolution approved by the City Council. The interest rate for those loans requiring the repayment with interest was revised as of June 30, 2011 to 1% which is reflective of what the City can currently earn on investments.



## **Reserve Policy**

1. The City will work to increase the unreserved fund balance to 25% of the General Fund Operating Budget. These funds will be used to avoid cash flow interruptions, generate interest income, reduce need for short-term borrowing and assist in maintaining an investment grade bond rating.
2. The City will maintain a two-to-one ratio of total current assets over total current liabilities in the Water and Sewer Utility Fund.

## **BUDGETS AND BUDGETARY ACCOUNTING**

Budgetary control is an essential element of governmental accounting and reporting. The City Council is required by State law to adopt an annual balanced budget for all funds except for the fiduciary funds and to utilize "encumbrance accounting" as defined in the statutes. Budgetary control is maintained at the departmental level by the encumbrance of estimated purchase amounts prior to the release of purchase orders to vendors. Purchase orders which result in an overrun of departmental balances are not released until additional appropriations are made available. Open encumbrances lapse at year end and are reinstated against the subsequent year's appropriation. They are shown as a reservation of fund balance in the Comprehensive Annual Financial Report. Appropriations are made at the departmental level and amended as necessary. A portion of fund balance may be appropriated to balance a fund's budget. All annual appropriations lapse at year end.

The City follows these procedures in establishing the budgetary data:

1. Prior to June 1, the City Manager submits to the City Council a proposed operating and capital budget for the fiscal year commencing the following July 1. The budget includes proposed expenditures and the means of financing them.
2. A public hearing is conducted to obtain taxpayer comments.
3. Prior to June 30, the budget is legally enacted through passage of an ordinance.
4. The City Manager is authorized to transfer budgeted amounts between departments; however, any revisions that alter the total expenditures of any fund must be approved by the City Council.
5. Formal budgetary integration is employed as a management control device during the year for the General Fund, special revenue funds, and enterprise funds. Budgetary performance can be quantitatively measured and accounted for throughout the year.

## **GOAL SETTING AND BUDGETARY PROCESS**

The City Council and Management Team meet at an annual Budget Retreat held for the purpose of establishing goals and priorities for the City's Budget.

In preparation for this Retreat, the City's Finance Staff contracted with a consultant to prepare a comprehensive 10-Year Capital Improvement Plan (CIP) for both the General Fund and the Water and Sewer Fund. The CIP helps guide funding priorities in the upcoming city budget.

Additionally, the City's Management Team meets with the City's Boards and Commissions for goal setting sessions and with their own department to clarify and establish goals. Goals from the Boards and Commissions are presented to City Council to request city funding.

Each department manager begins considering the personnel needed, operational costs and capital outlay associated with performing the goals as set forth by City Council. Budget staff prepare and have available on the City's server budgetary request forms in accordance with the Budget Calendar.

Upon return of the completed forms, and departmental input of budget requests, the City Manager and Budget Team meet with each member of the City's Management Team to review his respective budget requests and justifications. The City Manager and Budget Team then evaluate each department's request for personnel, operational items, and capital outlay. The evaluation process is detailed and time-consuming. For each department, every line item justification is reviewed in light of the departmental goals and needs. Any additional personnel must be justified by the department and then assessed by Human Resources and Financial Services for need and appropriate staffing. Operational items are usually held to an increase no greater than that of the inflation rate.

A large impact on budgetary dollars is the amount spent on capital outlay. All departments submit a ten-year capital improvement program with each item justified and ranked as to priority. Every capital outlay item is reviewed regarding need and whether the capital acquisition assists in accomplishing the stated goals. The budget document is then assembled using a file downloaded from the financial system and combined with personal computer spreadsheets and word processing files.

The Budget Message is prepared by the City Manager with highlights of the major budgetary discussions with supporting analyses for his recommendations.

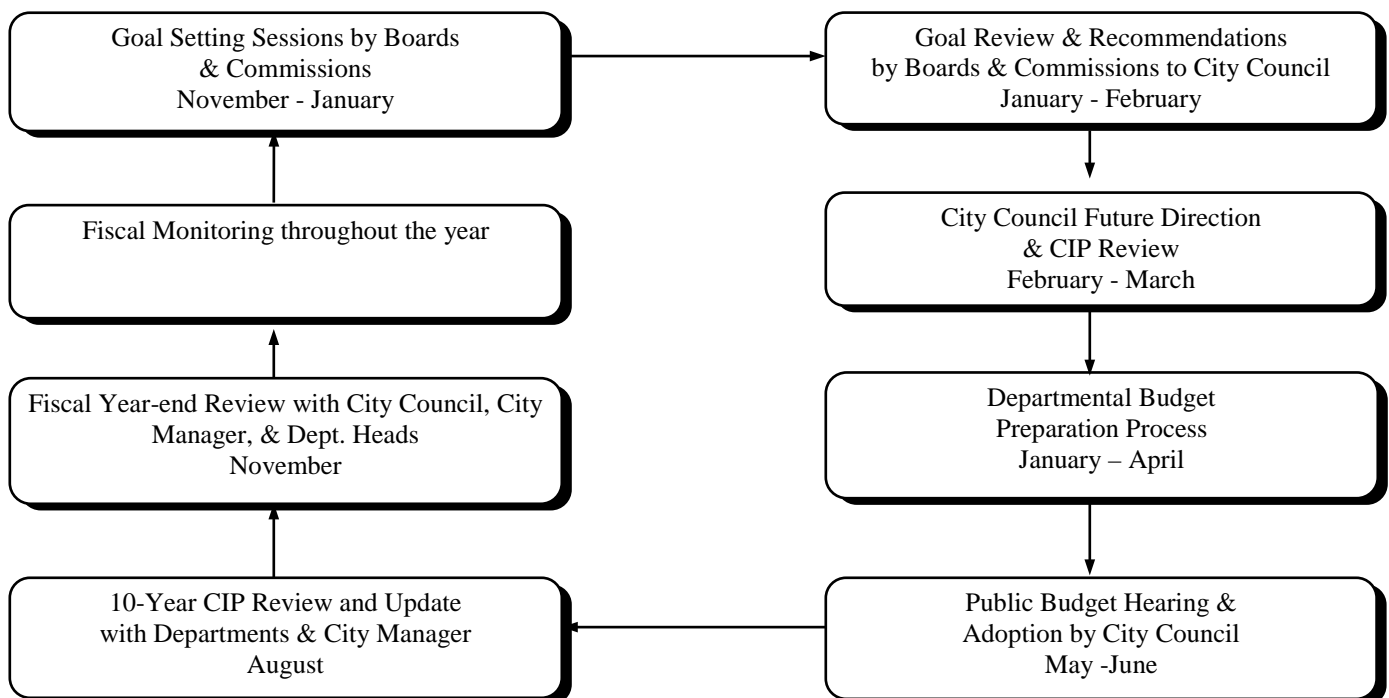
The availability of the budget document, before and after adoption, is made known through published newspaper notices and announcements at regularly scheduled Council meetings. Additionally, the recommended and adopted budget document is accessible for downloading through the City's web site at [www.salisburync.gov](http://www.salisburync.gov).

The City Manager submits the budget to City Council and after proper public notice, the City Council conducts a public hearing and budget work sessions. The City Council then adopts the budget through the passage of an ordinance by June 30.

During the fiscal year, the City Manager holds quarterly meetings with the City's Management Team to discuss budget to actual variances, along with any unbudgeted expenses that have been identified after the budget adoption.

At this point, the cycle begins again for the budgetary process. The various Boards and Commissions meet for their goal setting sessions while the City is gathering input from its citizens via surveys and group meetings. The cycle is shown below.

#### GOAL SETTING/BUDGET CYCLE



**CITY OF SALISBURY**  
**FY2018-2019 BUDGET CALENDAR**

1/17/18 - 2/20/18	Prepare personnel request forms; present staffing patterns and personnel request information.  Prepare schedules for fixed operational costs.  Prepare FY2018-19 – 2027-28 Capital Improvement Program request forms.	Financial Services
January 2018	Vehicle Review Committee meeting for evaluation of vehicles.	Fleet Manager and Purchasing Manager
2/13/2018	Start of budget data entry. Complete all budget request forms no later than March 2, 2018.	Management Team and Division Managers
2/15/18	Hold Information Session at West End Business & Community Center for 2018-19 CDBG & HOME Funds.	Community Planning Services Staff
2/20/18	First reading of 2018-2019 CDBG & HOME; hold Public Hearing on the use of 2018-19 CDBG & HOME Funds.	Community Planning Services Staff
2/1/18 - 2/28/19	Prepare FY2017-2018 year-end revenue estimates and FY2018-19 revenue estimates on all funds.	Financial Services, Utilities Director, Interim Fibrant Director & Transit Director
3/2/2018	Review of Specific Budget Proposals.	Budget Team, Department Heads and Division Managers
3/21/18 - 3/22/18	CIP/Goals Retreat	Mayor, City Council, City Manager and Staff
4/20/18 - 4/23/18	Departmental budget cuts to balance budget; two or three-day turnaround.	City Manager, Department Heads, Division Mangers
5/15/18	City Manager to present recommended Budget to City Council.	City Manager
Based on Scheduling	Place ad in THE SALISBURY POST to advertise one time for public hearing.	City Clerk
Based on Scheduling	Place ad in THE SALISBURY POST to give Notice of Budget Work Session.	City Clerk
6/14/18	Budget Work Session	Mayor, City Council, City Manager and Staff
TBD	Hold a public hearing on the FY2018-19 Budget.	City Council

**CITY OF SALISBURY**  
**FY2018-2019 BUDGET CALENDAR**

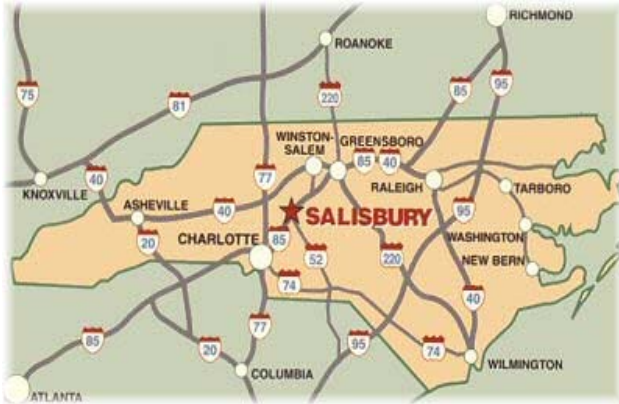
Before July 1, 2018	City Council to adopt Budget.	City Council
July 2018	Report tax rate to Rowan County Tax Supervisor.	City Clerk
Summer 2018	Brief Boards and Commissions Chairmen on Adopted Budget.	Chairmen of City Boards and Commissions and appropriate City Staff



# FACTS AND INFORMATION ABOUT THE CITY OF SALISBURY, NORTH CAROLINA

## LOCATION

Salisbury, the county seat of Rowan County, is located in the heart of the beautiful Piedmont area, the industrial heart of the State. Salisbury is located midway between Charlotte and Winston-Salem, 296 miles from Atlanta, Georgia and 368 miles from Washington, D.C.



## CLIMATE

The climate of the Salisbury area is moderate, a definite advantage to those who live and work here. The massive mountains of Western North Carolina form a natural barrier against the cold east-west winds. While definitely southern in climate, Salisbury is far enough north and has sufficient altitude to escape the humid summers of many other southern regions. Extremes in climate are very rare and short-lived. In winter, the high temperature is about 53 degrees, with a low around 30 degrees. The total snowfall is normally about 3 inches each year. In the summer, the high averages about 88 degrees, with a low of 67 degrees.

## POPULATION

The population of the City of Salisbury has increased steadily during the past decade. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 34,459 based upon estimates from the North Carolina Office of State Planning.

## HISTORY

Scotch-Irish, who originally settled in Lancaster County, Pennsylvania, moved down the "Great Wagon Road" 435 miles to Trading Ford on the Yadkin River to become the first settlers in Rowan County.

The County of Rowan was established in 1753. At this time, Rowan included all territory north to Virginia and east to what we know now as Guilford County and west to the mountains. Eventually, 26 counties were formed from Rowan. Rowan County was named for Matthew Rowan, acting governor for the colony in 1753.

The deed for Salisbury is dated February 11, 1755. The court center, called prior to this time Rowan Court House, was a bustling little village of seven or eight log cabins, a courthouse, jail and pillory, according to Governor Arthur Dobbs who visited here in late 1755.

The Court House dates to 1753 and contains deeds, marriages, and miscellaneous records of value. Papers formerly in the Clerk's Office, such as the early court minutes, are stored at the State Department of Archives in Raleigh. Familiar names in American history adorn these records.

Andrew Jackson, Archibald Henderson, William R. Davie, Daniel Boone, Lord Cornwallis, Richard Caswell and many other prominent local families such as the Barkleys, Hoovers, and Polks, all ancestors of presidents or vice-presidents, appear time and again in the deeds and court minutes of the county.

*Henderson Law Office*



Two years before the national Declaration of Independence and one year before the Mecklenburg Declaration of Independence, a group of patriotic citizens of Rowan County, serving as a Committee of Safety adopted the Rowan Resolves on August 8, 1774 containing the pioneer element toward liberty and independence from Britain. These resolves



reached the highest note of any passed in the colony in calling for the abolishment of the African slave trade and urging the colonies to "unite in an indissoluble union and association". These resolves are located in the state archives and are the only ones of the many passed in this period that are preserved.

So many legends and lifestyles have been passed down over the passage of time. Daniel Boone began his exploration of the Blue Ridge Mountains from here in Salisbury. Near the present-day library is the small office where Andrew Jackson studied law and was admitted to the bar before he moved westward.

For all the struggles and hardships our ancestors endured, they have provided Salisbury with character and a rich heritage.

### **GOVERNMENT**

The City of Salisbury's government is organized according to the Council-Manager form of government. The City Council, which formulates policy for the administration of the City, together with the Mayor, constitutes the governing body of the City. The five members are elected to serve two-year terms of office. The Mayor is elected from the five Council members. The Mayor presides at City Council meetings. Also, a Mayor Pro Tem is elected by City Council members from the five to serve as Mayor during their absence or disability.

The City Council appoints the City Manager to serve as the City's Chief Executive Officer. The City Manager is responsible for implementing the policies of the City Council, directing business and administrative procedures, and appointing departmental officers. At the present time, the City Manager is assisted by the Assistant City Manager and 14 departments: Administration, Business and Financial Services, Human Resources, Communications, Downtown Development, Fire, Police, Community Planning Services, Engineering, Public Services, Transit, Parks and Recreation, Salisbury-Rowan Utilities, and Broadband Services. The City provides a full range of municipal services allowable under state law including law enforcement, fire protection, zoning and code enforcement, cemeteries, recreation centers and parks, street maintenance, sanitation, and water and sewer systems.

The City of Salisbury is a separate legal entity from Rowan County as permitted by the State of North Carolina. The City is independent of county government but does provide some overlapping services such as police protection and recreational facilities. The County, not the City, is held

responsible by state statutes to provide health and social services and court services.

### **UTILITIES**

Salisbury operates its own water and sewer system. The Yadkin River, which forms the northeast boundary of Rowan County, provides Salisbury with an abundant supply of good water. The average daily flow is nearly 2 billion gallons per day. The Salisbury water system, using the Actiflo high-rate clarification process, has a permitted treatment capacity of up to 24 million gallons per day. Average daily production during FY 2017 was 9.6 million gallons per day. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the service area.

The Salisbury water system supplies the following towns in Rowan County: Salisbury, Spencer, East Spencer, Granite Quarry, Rockwell, and China Grove. Service has been extended along major growth corridors and to a number of industrial sites well beyond the city limits. The water supply meets or exceeds all federal and state quality requirements.

Salisbury's two wastewater treatment facilities serve as the area's regional wastewater utility, which includes the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry, Faith and Rockwell. Total daily treatment capacity is 12.5 million gallons. Average daily treatment in FY 2017 was 8.3 million gallons per day.

The City now offers television, high-speed internet, and digital telephone services through Fibrant – the City's Broadband Services Utility. A referendum approving a Public/Private partnership with HotWire Communications for the lease of Fibrant was approved by the voters of Salisbury in May 2018.

Other utilities are provided by Duke Energy, Piedmont Natural Gas, AT&T, Windstream, and Spectrum.

### **TRANSPORTATION**

Salisbury, nearly the geographic center of North Carolina, is located on Interstate Highway 85, 42 miles from Charlotte, 52 miles from Greensboro, and 39 miles from Winston-Salem. It is the crossroads of I-85, U.S. 29, 52, 70, 601 and N.C. 150. Over 7 million people live within 100 miles of Salisbury, 3.25 million within 50 miles. The seaports of Wilmington, Morehead City, Charleston, and Norfolk are less than a one-day truck haul away.

Mid-Carolina Regional Airport, three miles from downtown Salisbury, has a 5,800 ft. x 100 ft. paved and lighted runway. Hangar space and private plane servicing are available.

Two major commercial airports are within a one-hour drive of Salisbury – Charlotte-Douglas International (CLT) in Charlotte and Piedmont Triad International (PTI) in Greensboro. Additionally, these airports provide regular air passenger services to all parts of the United States via various airlines. There are also non-stop, international flight options available to Frankfurt, London, Rome, and San Juan, among other global destinations.

Greyhound provides bus service to Salisbury with daily arrivals and departures. Local bus service is provided by the City's Transit System.

*The Depot*



Amtrak provides rail transportation with service on the Piedmont and the Carolinian from New York City to Charlotte, North Carolina. Arrivals and departures are from the Historic Salisbury Station formally known as The Depot, a renovated station of the Salisbury Railroad Station Depot, originally built in 1908.

### **MOTELS**

An ideal area for meetings and conventions, Salisbury has 11 motels, with nearly 1,000 rooms, and two bed and breakfast establishments in our historic district.

### **EDUCATION**

Salisbury is home to four colleges. Catawba College was founded in Newton, North Carolina in 1851, and moved to Salisbury in 1925. Catawba has 30 buildings comprising a physical plant unsurpassed in the East for a college of this size and style. It has a total enrollment of 1,300 Liberal Arts students and is affiliated with the United Church of Christ. U.S. News and World Report ranked Catawba 15th among Best Regional Colleges in the South for 2016. Livingstone College was founded in 1879 and

has 1,300 Liberal Arts students. It is supported by the African Methodist Episcopal Zion Church. Rowan-Cabarrus Community College offers two-year educational programs leading to the associate's degree in applied science. In addition, one-year diploma programs are offered in five fields. There is a total enrollment of approximately 4,700 full-time students. The City is also home to Hood Theological Seminary, a private graduate school that prepares students for ministry and has grown to 300 students.

Novant Health Rowan Medical Center and Campbell University have a working agreement that establishes the hospital as a teaching hospital. The partnership includes training in the areas of primary care, family medicine, general surgery, OB/GYN, pediatrics, psychiatry, and other critical services with an emphasis on the unique needs of underserved communities.

In addition to the Salisbury-Rowan public school system, there are several private and church related schools.

### **ARTS AND ENTERTAINMENT**

The cultural atmosphere of the Salisbury area is significantly enriched by the outstanding programs of Catawba and Livingstone Colleges and the other colleges in the area. Each year the Catawba College Shuford School of Performing Art brings a minimum of four musical events to Salisbury. Catawba's fine Theatre Arts department offers several professional-type drama productions each year. Livingstone College also has a cultural series that brings artists to the community as well as an excellent drama group.

The Piedmont Players, a community little theatre organization, provides excellent entertainment as well as a chance to participate in both its acting and technical activities. They have completely restored the historic Meroney Theatre, built in 1905, for their home. The Piedmont Players presents five shows each season. The Norvell Theatre features plays cast entirely with children and youth. Many school groups attend plays at the Norvell every year. Piedmont Players has received an award at the annual North Carolina Theatre Conference for having the best community theatre in the state. The arts program has been further enhanced with the addition of the Lee Street Theatre and Performing Arts Center, a 9,000 square foot theatre.

The Salisbury-Rowan Symphony, consisting of musicians from the area, presents four concerts each season. In addition to participation in the regular

concert series, the string quartet of the Salisbury Symphony visits the elementary schools to present programs. The object of this mini-concert series is to give the students some knowledge of music and famous composers.

Rowan-Cabarrus Community College participates in the North Carolina Visiting Artist Program. Each year a professional artist is employed and in residence at the college. Concerts and musical programs are provided regularly by many artists throughout the state as well as the Visiting Artist. In addition, Rowan-Cabarrus Community College sponsors a Folk Heritage Center, network for professional and local folk artists.

### **COMMUNITY FACILITIES**

Salisbury is served daily by The Salisbury Post. Three radio stations provide local programming. WBTV has a satellite newsroom located in Salisbury. Local reception provides coverage from all major networks in addition to cable television facilities.

A full-time, year-round parks and recreation staff offers activities for all city residents. In addition to organized activities, the City provides 28 park properties, an outdoor seasonal swimming pool and splash pad, a sports complex, and a large community park and athletic complex totaling 518 acres of parkland city wide.

In addition, the department provides many amenities for public enjoyment including four recreation facilities, eight tennis courts, one disc golf course, and five paved sections (5.8 miles) of the Salisbury Greenway.

A new teen center opened March 5, 2018, in the Miller Recreation Center on West Bank Street. Teens receive free membership cards when they sign up, which also gives them free access to city buses. The center offers a place to play pool, foosball, and video games. The members can also receive homework assistance, life skills training, and participate in other specialized programs.

### **PARK SYSTEMS**

Kelsey-Scott Park, City Park and Salisbury Community Park are among the largest parks in our park system providing outdoor recreation and shelter reservations to the citizens of Salisbury. The Jaycee Sports Complex is a multi-use area with two ball fields, outdoor fitness equipment, and two outdoor basketball courts. City Park Recreation Center, Miller Recreation Center, Hall Gym, and the Salisbury Civic Center offer a variety of programs throughout the year and are also available for rentals.

The Salisbury Community Park and Athletic Complex opened in April 2001. Amenities at the 306 acre park include baseball/softball fields, soccer fields, picnic shelters, play structures, multiple hiking/biking trails, walkways and an eight-acre lake suitable for fishing and equipped with a handicap accessible fishing pier.



*Ball field at the Community Park*

Hurley Park is a municipal garden which offers a unique collection of plants, native and ornamental, to the area. The park provides an educational experience as well as a pleasurable place to stroll and is reserved for weddings and other special events. The park celebrated its 30-year anniversary during the 2017-18 fiscal year.

### **SPECIAL EVENTS**

The Parks and Recreation Department offers a variety of special events throughout the year including: Father Daughter Dance, Earth Day on the Greenway, Touch a Truck, Doggy Dip Swim, Middle School Prom, Movies in the Park, Fall Campouts, Halloween Fun Fest, 5K Run/Walk for the Greenway, Music at the Mural, Fur Fun 5K, Brown Bag Lunch Jam, New Year's Eve at the Bell Tower, Cheerwine Festival and Brunch with Santa. The department also assists Downtown Salisbury, Inc. (DSI) with their scheduled special events. In addition to special events, the department facilitates over 20 softball tournaments that bring players from throughout the southeast to the Salisbury Community Park and Athletic Complex.

Downtown Salisbury Department has 12 events in the Downtown area that bring thousands of residents together for a fun filled evening.

The City of Salisbury, in partnership with Cheerwine, has hosted the Cheerwine Festival in May. The event began with the 100<sup>th</sup> birthday of Cheerwine in 2017 where more than 30,000 people came to downtown Salisbury to enjoy live music, food vendors, shopping, local craft vendors, and family-friendly activities.



## MISCELLANEOUS STATISTICS

Public Safety:		Area - Square Miles	21.8
Number of Fire Stations	5	Miles of Streets	229
Number of Police Stations	1	Regional Utilities Department:	
Recreation Facilities:		Number of Customers	18,680
Number of Parks	28	Miles of Water Line	441
Number of Recreation Centers	4	Miles of Sewer Line	447
Number of Tennis Facilities	2	Number of Cemeteries	7
Number of Acres	518		
Greenway Miles	5.8		



Fiscal Year Ended June 30,	ASSESSED VALUE OF TAXABLE PROPERTY For the Last Ten Fiscal Years				Tax Rate
	Real Property	Personal Property	Public Service Property	Total	
2019	<sup>1</sup>			\$2,850,097,054	\$0.7196
2018	\$2,200,909,996	\$569,153,769	\$72,407,318	\$2,842,471,083	\$0.7096
2017	\$2,190,395,512	\$581,933,147	\$70,460,904	\$2,842,789,563	\$0.6720
<b>2016</b>	<b>\$2,188,918,181</b>	<b>\$552,224,799</b>	<b>\$69,437,235</b>	<b>\$2,810,580,215</b>	<b>\$0.6600</b>
2015	\$2,192,253,039	\$572,732,078	\$62,228,883	\$2,827,214,000	\$0.6569
2014	\$2,185,868,793	\$592,826,220	\$59,056,195	\$2,837,751,208	\$0.6374
2013	\$2,207,871,524	\$500,854,287	\$61,343,725	\$2,770,069,536	\$0.6374
<b>2012</b>	<b>\$2,177,064,102</b>	<b>\$533,023,437</b>	<b>\$59,819,853</b>	<b>\$2,769,907,392</b>	<b>\$0.6135</b>
2011	\$2,324,996,121	\$530,055,686	\$61,255,822	\$2,916,307,629	\$0.5900
2010	\$2,313,585,514	\$527,795,917	\$60,768,581	\$2,902,150,012	\$0.5900

<sup>1</sup> Estimated

Note: The levy of property taxes each year is based on the assessed value of taxable property as of January 1 preceding the beginning of the fiscal year on July 1. All taxable property is assessed at one hundred percent (100%) of its estimated value at time of revaluation. Revaluation of real property, required at least every eight years, was completed for the levy of taxes in the years ended June 30, 2012 and June 30, 2016 (in bold). The assessment of taxable property being assessed after revaluation is accomplished in accordance with North Carolina G.S. 105.286.

### SCHEDULE OF PRINCIPAL TAXPAYERS FOR THE CITY OF SALISBURY For the Year Ended June 30, 2017

Business	Type of Enterprise	2017 Assessed Valuation	Percentage Value of Total
Food Lion, Inc.	Commercial	\$ 166,011,887	5.84%
Henkel Corporation	Manufacturing	34,718,585	1.22%
AKZO Nobel	Manufacturing	31,584,456	1.11%
Duke Energy Corp.	Utility	30,669,165	1.08%
Centro Heritage Innes Street, LLC	Real Estate	25,754,169	0.91%
Norandal USA	Industrial	23,107,411	0.81%
Cole Mt. Salisbury, NC LLC	Real Estate	22,958,592	0.81%
Wal-Mart Real Estate Business	Retail	13,002,662	0.46%
BRC Salisbury LLC	Real Estate	12,025,915	0.42%
MFW Associates	Real Estate	10,787,418	0.38%
Totals		<u>\$ 370,620,260</u>	<u>13.04%</u>

**SCHEDULE OF PRINCIPAL EMPLOYERS  
IN THE CITY OF SALISBURY  
For the Year Ended June 30, 2017**

<b>Employer</b>	<b>Employees</b>	<b>Percentage of Total City Employment</b>
Delhaize Food Lion	3,200	14.55%
Rowan/Salisbury School System	3,000	13.64%
W.G. (Bill) Hefner VA Medical Center	2,100	9.55%
Novant Health Rowan Regional	1,552	7.05%
Rowan County	827	3.76%
Rowan-Cabarrus Community College	770	3.50%
Piedmont Correctional Institute	450	2.05%
City of Salisbury	416	1.89%
Lutheran Services for the Aging	310	1.41%
Wal-Mart	250	1.14%
<b>Total</b>	<b>12,875</b>	<b>58.54%</b>

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2017

**DEMOGRAPHIC AND ECONOMIC STATISTICS  
CITY OF SALISBURY  
For the Last Ten Fiscal Years**

<b>Fiscal Year</b>	<b>Population</b>	<b>Personal Income</b>	<b>Per Capita Personal Income</b>	<b>Median Age</b>	<b>Unemployment Rate</b>
2017	34,459	\$ 903,809,921	\$ 26,229	39.7	5.2%
2016	34,285	877,313,318	25,589	39.7	5.8%
2015	33,955	847,677,075	24,965	39.5	5.9%
2014	33,726	821,424,540	24,356	39.3	7.3%
2013	33,622	798,918,570	23,762	39.1	9.6%
2012	33,701	781,264,147	23,182	38.9	10.9%
2011	33,732	762,910,045	22,617	38.7	11.6%
2010	32,263	711,888,741	22,065	38.5	12.7%
2009	31,358	728,336,587	23,227	38.3	10.3%
2008	31,024	703,003,840	22,660	38.1	6.6%

Sources: Population data provided by Office of State Management and Budget.  
Personal income, per capital income, and median age data are based on the latest census with estimated fluctuations for non-census years.  
Unemployment rates are provided by the NC Employment Security Commission.

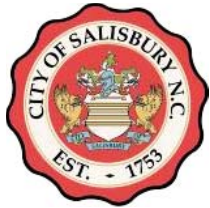
**CITY OF SALISBURY**  
**LIST OF PRINCIPAL OFFICIALS**

July 1, 2018

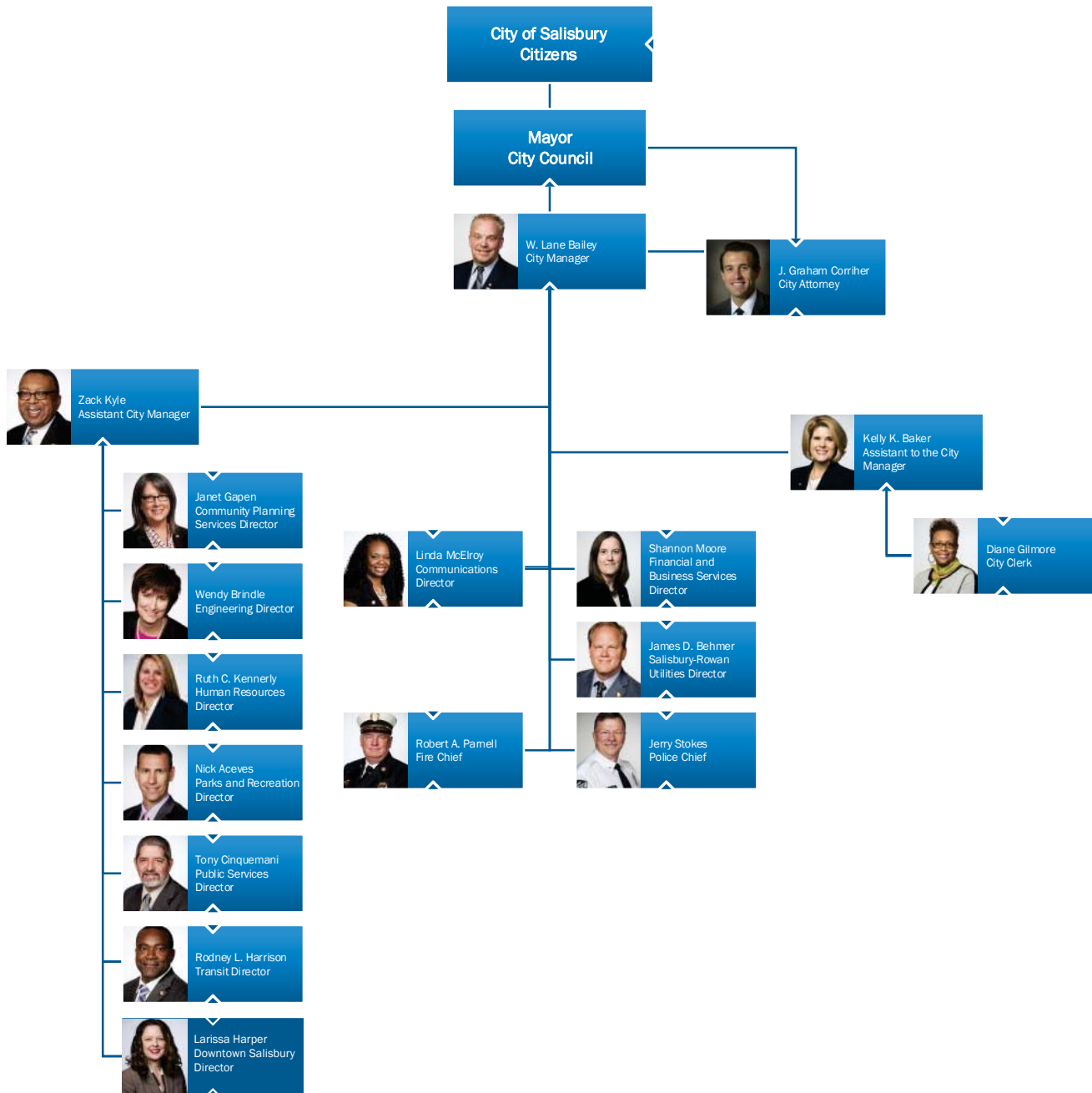
Mayor	Al Heggins
Mayor Pro Tem	David B. Post
Council Member	Karen Kirks Alexander
Council Member	Tamara Sheffield
Council Member	William B. Miller
City Manager	W. Lane Bailey
Assistant City Manager	Zack Kyle
Assistant to the City Manager	Kelly K. Baker
City Attorney	J. Graham Corriher
City Clerk	Diane Gilmore
Communications Director	Linda McElroy
Community Planning Services Director	Janet Gapen
<b>Downtown Salisbury Director</b>	<b>Larissa Harper</b>
Engineering Director	Wendy Brindle
Financial and Business Services Director	Shannon Moore
Fire Chief	Robert A. Parnell
Human Resources Director	Ruth C. Kennerly
Parks and Recreation Director	Nick Aceves
Police Chief	Jerry Stokes
Public Services Director	Tony Cinquemani
Salisbury-Rowan Utilities Director	James D. Behmer
Transit Director	Rodney L. Harrison

**SELECTED TELEPHONE NUMBERS**

City Department Information	(704) 638-5270	<i>Recreation Programs/Info :</i>	
City Manager/Administration	(704) 638-5234	City Park Center	(704) 638-5295
City Clerk	(704) 638-5224	Civic Center	(704) 638-5275
Downtown Salisbury, Inc. Office	(704) 638-7814	Hall Gym	(704) 638-5289
Business & Financial Services	(704) 638-5303	Fred M. Evans Pool @ Lincoln Park	(704) 754-8303
Fire Department - Business	(704) 638-5351	Miller Center	(704) 638-5297
Human Resources	(704) 638-5217	<i>Other :</i>	
Human Resources - Job Hot Line	(704) 638-5355	Code Services	(704) 216-7559
Community Planning Services	(704) 638-5242	City Bus Schedules	(704) 638-5252
Police Department-Business	(704) 638-5333	Garbage/Recycling	(704) 638-5256
Public Services Administration	(704) 638-5260	Permits	(704) 638-5208
Recreation-Administration	(704) 638-5291	Zoning	(704) 638-5208
Utilities Administration/Engineering	(704) 638-5205	Utility Account Services & Billing	(704) 638-5300
Fibrant	(704) 216-7567	Cemetery Office	(704) 638-5250



# City of Salisbury Organization Chart



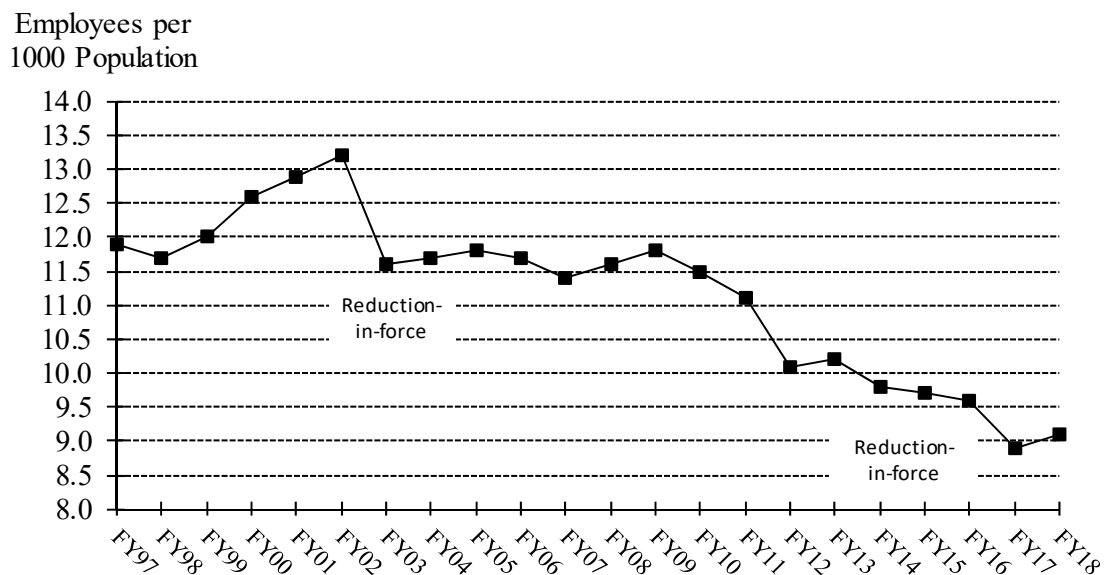
**CITY OF SALISBURY**  
**SUMMARY OF POSITIONS FOR FY 2017 – 2019**

	<u>APPROVED</u> <u>FY 2016-17</u>	<u>APPROVED</u> <u>FY 2017-18</u>	<u>REQUESTED</u> <u>FY 2018-19</u>	<u>RECOMMENDED</u> <u>FY 2018-19</u>	<u>APPROVED</u> <u>FY 2018-19</u>
<b>GENERAL FUND</b>					
City Council	7	8	8	8	8
Management & Administration	5	6	6	6	6
Communications	3	4	4	4	4
Human Resources	7	6	6	6	6
Financial Services	12	12	12	12	12
Business Services	11	11	11	11	11
Information Technologies	7	7	7	7	7
Community Planning Services	4	4	4	4	4
Code Services	4	4	4	4	4
Development Services	4	4	4	4	4
Downtown Salisbury	-	2	2	2	2
Engineering	6	7	7	7	7
Engineering-Traffic Operations	2	2	2	2	2
Police	88	89	89	89	89
Fire	81	82	81	81	81
Public Svcs-Telecommunications	4	4	4	4	4
Public Svcs-Facilities Maintenance	3	3	5	5	5
Public Svcs-Administration	3	3	3	3	3
Public Svcs-Streets	16	16	18	18	18
Public Svcs-Cemetery	-	1	1	1	1
Public Svcs- Solid Waste Management	7	7	6	6	6
Public Svcs-Waste Management-Other	5	5	5	5	5
Public Svcs-Grounds Maintenance	-	13	16	16	16
Public Svcs-Fleet Management	12	13	13	13	13
Parks and Recreation	41	21	15	15	15
<b>TOTAL</b>	<b>332</b>	<b>334</b>	<b>333</b>	<b>333</b>	<b>333</b>
<b>WATER AND SEWER FUND</b>					
Utility Management	10	10	10	10	10
Water Treatment	8	9	9	9	9
Systems Maintenance	26	26	30	30	30
Enviromental Services	7	7	7	7	7
Wastewater Treatment Plants	25	25	25	25	25
Meter Services	11	10	8	8	8
<b>TOTAL</b>	<b>87</b>	<b>87</b>	<b>89</b>	<b>89</b>	<b>89</b>
<b>TRANSIT FUND</b>	<b>12</b>	<b>14</b>	<b>17</b>	<b>17</b>	<b>17</b>
<b>FIBRANT COMMUNICATIONS FUND</b>	<b>26</b>	<b>24</b>	<b>23</b>	<b>23</b>	<b>23</b>
<b>STORMWATER FUND</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>TOTAL ALL FUNDS</b>	<b>467</b>	<b>470</b>	<b>473</b>	<b>473</b>	<b>473</b>
<i>Permanent Full-time</i>	<i>441</i>	<i>448</i>	<i>449</i>	<i>449</i>	<i>449</i>
<i>Permanent Part-time</i>	<i>5</i>	<i>5</i>	<i>8</i>	<i>8</i>	<i>8</i>
<i>Temporary Full</i>	<i>8</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>
<i>Temporary Part-time</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>6</i>
<i>Part-Time Pools</i>	<i>7</i>	<i>9</i>	<i>8</i>	<i>8</i>	<i>8</i>
<b>TOTAL ALL FUNDS</b>	<b>467</b>	<b>470</b>	<b>473</b>	<b>473</b>	<b>473</b>

For the FY2018-19 Adopted Budget, the total number of full-time positions for the City's budgeted funds has increased by one over the previous fiscal year Adopted Budget. The following table shows the changes.

<b>GENERAL FUND:</b>
<i>Elimination of Fire Captain (1 year addition for FY18)</i>
<b>WATER &amp; SEWER FUND:</b>
<i>Addition of 4 positions for Paving Crew and Elimination of 2 positions in Meter Services</i>
<b>TRANSIT FUND:</b>
<i>Addition of 3 PT Transit Operators for ADA Services</i>
<b>FIBRANT COMMUNICATIONS FUND</b>
<i>Addition of Systems Analyst, Elimination of Broadband Sales Manager and Broadband Sales Specialist</i>
<b>STORMWATER FUND</b>
<i>NO changes in positions.</i>

### General Fund Full-Time Employees per 1000 Population



As mentioned in the Introductory Section under Trend Monitoring, the City monitors various trends. The above graph represents the number of full-time General and HUD Funds employees per 1,000 population. In FY2003 (FY03), City Council used a 33 position reduction-in-force/hiring freeze to counteract the effects of the Governor's actions and the stagnant economy. Subsequently, in FY2012 (FY12), there were 33 net full time positions eliminated due to decreased revenue/increased expenditures. The decrease in FY2017 is related to the Fibrant employees being moved to the Fibrant Communications Fund from the General Fund.

## RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

	General/Special Revenue		Enterprise			
	General Fund/ Capital Reserve	Entitlement (HUD)	Water & Sewer/ Capital Reserve	Transit	Fibrant/ Capital Reserve	Stormwater/ Capital Reserve
General Government	X					
Public Safety	X					
Transportation	X			X		
Environmental Protection	X					X
Culture & Recreation	X					
Community & Economic Development	X	X			X	
Education	X					
Utility			X		X	X

## PROGRAM MATRIX OF FY2018-19 BUDGET

Below is a matrix showing the relationship between the funds/departments and the program classifications. Although some departments may perform activities outside the program classifications as shown, the classifications show the predominant areas in which a department is involved.

	PROGRAMS							
	General Government	Public Safety	Transportation	Environmental Protection	Culture & Recreation	Community & Economic Development	Education	Utility
<b>GENERAL FUND:</b>								
City Council	X	X	X	X	X	X		X
Management & Administration	X	X	X	X	X	X		X
Communications	X	X	X	X	X	X		X
Human Resources	X	X	X	X	X	X		X
Business & Financial Services	X	X	X	X	X	X		X
Purchasing	X							
Telecommunications	X	X	X	X	X	X		X
Information Systems Operations	X	X	X		X	X		X
Central City Buildings Plaza	X					X		
Downtown Development					X	X		
Community Planning Services						X		
Code Services				X		X		
Development Services						X		
Engineering	X		X		X			
Street Lighting		X	X					
GIS	X	X	X	X	X	X		X
Police		X					X	
Fire		X					X	
Public Services Administration	X		X	X				
Street			X					
Solid Waste Management				X				
Waste Management- Other				X				
Fleet Management	X							
Transportation			X					
Parks & Recreation					X		X	
Education							X	
<b>ENTERPRISE FUNDS:</b>								
Water & Sewer								X
Mass Transit			X					
Fibrant						X		X
Stormwater				X				X
<b>SPECIAL REVENUE:</b>								
Entitlement (HUD)						X		



**CITY OF SALISBURY, NORTH CAROLINA**

**GENERAL FUND  
STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2019  
With Estimated Actual for Year Ending June 30, 2018 and  
Actual for Year Ended June 30, 2017

REVENUES:	<b>2017</b> <b>Actual</b>	<b>2018</b> <b>Estimate</b>	<b>2019</b> <b>Budget</b>
Taxes:			
General property - current	\$ 18,635,849	\$ 19,176,494	\$ 19,909,099
General property - prior	356,371	441,000	363,000
Auto tax	237,556	237,000	240,000
Interest on delinquent tax	107,131	80,000	80,000
Other tax	478	800	1,000
	<u>\$ 19,337,385</u>	<u>\$ 19,935,294</u>	<u>\$ 20,593,099</u>
Unrestricted Intergovernmental:			
Local Option Sales Tax	\$ 7,287,305	\$ 7,300,000	\$ 7,353,201
Utilities Franchise Tax	2,987,319	3,000,000	3,015,000
Wine and Beer Tax	155,180	155,000	157,000
Other	143,260	157,000	159,000
	<u>\$ 10,573,064</u>	<u>\$ 10,612,000</u>	<u>\$ 10,684,201</u>
Restricted Intergovernmental:			
State Street Aid - Powell Bill	\$ 967,071	\$ 967,070	\$ 964,070
ARRA - Greenway Grant	10,610	211,952	-
Other	1,055,301	547,736	1,680,400
	<u>\$ 2,032,982</u>	<u>\$ 1,726,758</u>	<u>\$ 2,644,470</u>
Charges for services:			
Environmental protection	\$ 1,997,221	\$ 2,070,632	\$ 2,072,000
Culture and recreation	136,147	135,000	200,000
Code Services fees	22,215	40,000	40,000
Public safety	488,081	420,700	564,721
Cemetery	106,950	120,000	120,000
Radio antenna and paging rentals	288,032	254,000	265,000
Rentals and sale of property	301,849	385,713	282,700
Licenses and Permits	62,735	67,255	67,200
Administrative Charges	3,622,590	3,615,090	3,652,030
Community services	174,125	182,796	71,900
Other	1,405	3,000	3,000
	<u>\$ 7,201,349</u>	<u>\$ 7,294,186</u>	<u>\$ 7,338,551</u>
Miscellaneous:			
Interest earned on investments	\$ 83,484	\$ 130,000	\$ 120,000
Donations	137,578	119,064	105,000
Other	306,557	274,500	189,500
	<u>\$ 527,618</u>	<u>\$ 523,564</u>	<u>\$ 414,500</u>
Total revenues	<u>\$ 39,672,399</u>	<u>\$ 40,091,802</u>	<u>\$ 41,674,821</u>
OTHER FINANCING SOURCES:			
Refunding bonds issued	\$ 690,000	\$ -	\$ -
Fund Balance Appropriated	-	-	2,526,200
Total revenues and other financing sources	<u>\$ 40,362,399</u>	<u>\$ 40,091,802</u>	<u>\$ 44,201,021</u>

**CITY OF SALISBURY**  
**FY 2018-2019 BUDGET SUMMARY**  
**GENERAL FUND**

		<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
		<b>FY 16-17</b>		<b>FY 17-18</b>		<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
<b>REVENUE</b>	\$	40,362,399	\$	43,542,110	\$	41,686,287	\$ 44,304,821	\$ 44,201,021
		<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
<b>EXPENSES</b>		<b>FY 16-17</b>		<b>FY 17-18</b>		<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
<b>CITY COUNCIL</b>								
Personnel	\$	295,855	\$	346,521	\$	303,716	\$ 296,851	\$ 296,851
Operations		122,022		177,077		175,224	160,384	160,384
Capital		-		-		-	-	-
<b>TOTAL</b>	\$	417,877	\$	523,598	\$	478,940	\$ 457,235	\$ 457,235
<b>MANAGEMENT &amp; ADMINISTRATION</b>								
Personnel	\$	717,626	\$	741,761	\$	814,402	\$ 799,236	\$ 799,236
Operations		282,538		296,039		342,763	319,020	319,020
Capital		-		-		-	-	-
<b>TOTAL</b>	\$	1,000,164	\$	1,037,800	\$	1,157,165	\$ 1,118,256	\$ 1,118,256
<b>COMMUNICATIONS</b>								
Personnel	\$	273,619	\$	283,268	\$	364,363	\$ 355,231	\$ 355,231
Operations		113,525		102,125		105,608	99,588	99,588
Capital		-		-		-	-	-
<b>TOTAL</b>	\$	387,144	\$	385,393	\$	469,971	\$ 454,819	\$ 454,819
<b>HUMAN RESOURCES</b>								
Personnel	\$	529,885	\$	579,446	\$	562,680	\$ 547,162	\$ 547,162
Operations		785,260		817,852		1,062,940	823,941	823,941
Capital		-		-		-	-	-
<b>TOTAL</b>	\$	1,315,145	\$	1,397,298	\$	1,625,620	\$ 1,371,103	\$ 1,371,103
<b>BUSINESS AND FINANCIAL SERVICES - FINANCIAL SERVICES</b>								
Personnel	\$	902,434	\$	1,001,160	\$	997,955	\$ 981,797	\$ 981,797
Operations		286,040		321,999		682,536	646,784	646,784
Capital		-		-		-	-	-
<b>TOTAL</b>	\$	1,188,474	\$	1,323,159	\$	1,680,491	\$ 1,628,581	\$ 1,628,581
<b>BUSINESS AND FINANCIAL SERVICES - CUSTOMER SERVICE</b>								
Personnel	\$	482,926	\$	517,082	\$	526,991	\$ 514,094	\$ 514,094
Operations		13,385		17,521		19,241	14,421	14,421
Capital		-		-		-	-	-
<b>TOTAL</b>	\$	496,310	\$	534,603	\$	546,232	\$ 528,515	\$ 528,515

	Actual FY 16-17		Budgeted FY 17-18		Requested FY 18-19		Mgr Recommends FY 18-19		Adopted FY 18-19	
INFORMATION TECHNOLOGIES										
Personnel	\$	581,791	\$	626,497	\$	681,877	\$	666,913	\$	666,913
Operations		643,109		795,818		953,561		792,639		792,639
Capital		-		-		50,000		-		-
TOTAL	\$	1,224,900	\$	1,422,315	\$	1,685,438	\$	1,459,552	\$	1,459,552
FIBRANT SUPPORT										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		2,601,087		3,262,221		3,262,221		3,044,338		3,044,338
Capital		-		-		-		-		-
TOTAL	\$	2,601,087	\$	3,262,221	\$	3,262,221	\$	3,044,338	\$	3,044,338
COMMUNITY PLANNING SERVICES - PLANNING & COMMUNITY DEVELOPMENT										
Personnel	\$	292,712	\$	339,433	\$	352,546	\$	346,784	\$	346,784
Operations		1,103,751		948,990		1,648,914		1,329,390		1,355,590
Capital		-		-		-		-		-
TOTAL	\$	1,396,463	\$	1,288,423	\$	2,001,460	\$	1,676,174	\$	1,702,374
COMMUNITY PLANNING SERVICES - CODE SERVICES										
Personnel	\$	190,835	\$	223,789	\$	247,267	\$	228,177	\$	228,177
Operations		89,589		188,478		155,295		145,670		145,670
Capital		-		-		-		-		-
TOTAL	\$	280,424	\$	412,267	\$	402,562	\$	373,847	\$	373,847
COMMUNITY PLANNING SERVICES - DEVELOPMENT SERVICES										
Personnel	\$	265,964	\$	322,687	\$	324,854	\$	315,992	\$	315,992
Operations		482,777		316,660		158,675		157,675		157,675
Capital		-		-		-		-		-
TOTAL	\$	748,741	\$	639,347	\$	483,529	\$	473,667	\$	473,667
DOWNTOWN DEVELOPMENT										
Personnel	\$	-	\$	185,640	\$	184,695	\$	181,949	\$	181,949
Operations		-		179,800		251,168		185,700		55,700
Capital		-		-		-		-		-
TOTAL	\$	-	\$	365,440	\$	435,863	\$	367,649	\$	237,649
ENGINEERING - TRAFFIC OPERATIONS										
Personnel	\$	118,610	\$	132,279	\$	140,285	\$	137,539	\$	137,539
Operations		71,964		58,493		102,871		65,984		65,984
Capital		-		-		-		-		-
TOTAL	\$	190,574	\$	190,772	\$	243,156	\$	203,523	\$	203,523
ENGINEERING - STREET LIGHTING										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		580,058		614,550		602,500		577,370		577,370
Capital		-		-		-		-		-
TOTAL	\$	580,058	\$	614,550	\$	602,500	\$	577,370	\$	577,370

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
<b>TRAFFIC OPERATIONS - ENGINEERING</b>					
Personnel	\$ 514,190	\$ 665,385	\$ 700,824	\$ 689,325	\$ 689,325
Operations	616,636	2,696,730	2,928,009	2,333,785	2,333,785
Capital	-	-	-	-	-
TOTAL	\$ 1,130,826	\$ 3,362,115	\$ 3,628,833	\$ 3,023,110	\$ 3,023,110
<b>POLICE - SERVICES</b>					
Personnel	\$ 1,608,838	\$ 1,602,093	\$ 2,192,220	\$ 2,134,771	\$ 2,134,771
Operations	218,448	186,196	212,269	176,792	176,792
Capital	-	-	15,431	15,431	15,431
TOTAL	\$ 1,827,285	\$ 1,788,289	\$ 2,419,920	\$ 2,326,994	\$ 2,326,994
<b>POLICE - ADMINISTRATION</b>					
Personnel	\$ 681,487	\$ 1,075,756	\$ 1,128,423	\$ 1,098,710	\$ 1,098,710
Operations	462,632	392,588	489,894	395,496	395,496
Capital	6,849	47,200	129,348	55,000	55,000
TOTAL	\$ 1,150,967	\$ 1,515,544	\$ 1,747,665	\$ 1,549,206	\$ 1,549,206
<b>POLICE - OPERATIONS</b>					
Personnel	\$ 3,278,265	\$ 3,840,636	\$ 4,256,178	\$ 4,162,608	\$ 4,162,608
Operations	1,109,799	1,692,120	1,146,516	1,025,586	1,025,586
Capital	41,263	-	17,500	17,500	17,500
TOTAL	\$ 4,429,327	\$ 5,532,756	\$ 5,420,194	\$ 5,205,694	\$ 5,205,694
<b>FIRE</b>					
Personnel	\$ 4,857,613	\$ 5,008,775	\$ 5,386,086	\$ 5,236,253	\$ 5,236,253
Operations	1,046,376	933,004	1,443,619	1,130,970	1,130,970
Capital	861,582	722,500	618,200	560,500	560,500
TOTAL	\$ 6,765,571	\$ 6,664,279	\$ 7,447,905	\$ 6,927,723	\$ 6,927,723
<b>PUBLIC SERVICES - CENTRAL CITY BUILDINGS</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	755,935	533,374	652,959	556,519	556,519
Capital	20,036	-	378,611	88,211	88,211
TOTAL	\$ 775,971	\$ 533,374	\$ 1,031,570	\$ 644,730	\$ 644,730
<b>PUBLIC SERVICES - PLAZA</b>					
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operations	174,873	127,159	268,648	190,904	190,904
Capital	14,505	79,000	35,000	35,000	35,000
TOTAL	\$ 189,378	\$ 206,159	\$ 303,648	\$ 225,904	\$ 225,904
<b>PUBLIC SERVICES - TELECOMMUNICATIONS</b>					
Personnel	\$ 268,326	\$ 282,033	\$ 272,568	\$ 264,809	\$ 264,809
Operations	400,232	444,527	427,758	419,579	419,579
Capital	21,325	8,891	71,500	-	-
TOTAL	\$ 689,883	\$ 735,451	\$ 771,826	\$ 684,388	\$ 684,388

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
<b>PUBLIC SERVICES - FACILITIES MAINTENANCE</b>					
Personnel	\$ 191,842	\$ 308,349	\$ 311,868	\$ 304,273	\$ 304,273
Operations	7,876	45,500	88,166	28,617	28,617
Capital	-	-	20,000	-	-
TOTAL	\$ 199,717	\$ 353,849	\$ 420,034	\$ 332,890	\$ 332,890
<b>PUBLIC SERVICES - ADMINISTRATION</b>					
Personnel	\$ 247,246	\$ 265,851	\$ 277,436	\$ 273,047	\$ 273,047
Operations	24,150	18,106	20,960	20,152	20,152
Capital	-	-	-	-	-
TOTAL	\$ 271,396	\$ 283,957	\$ 298,396	\$ 293,199	\$ 293,199
<b>PUBLIC SERVICES - STREETS</b>					
Personnel	\$ 1,393,884	\$ 984,134	\$ 1,127,990	\$ 1,094,687	\$ 1,094,687
Operations	1,255,151	1,346,614	1,386,439	1,198,050	1,198,050
Capital	17,032	-	133,201	-	-
TOTAL	\$ 2,666,067	\$ 2,330,748	\$ 2,647,630	\$ 2,292,737	\$ 2,292,737
<b>PUBLIC SERVICES - WASTE MANAGEMENT - OTHER</b>					
Personnel	\$ 357,631	\$ 218,629	\$ 233,349	\$ 225,849	\$ 225,849
Operations	156,753	206,280	251,191	187,754	187,754
Capital	-	-	-	-	-
TOTAL	\$ 514,383	\$ 424,909	\$ 484,540	\$ 413,603	\$ 413,603
<b>PUBLIC SERVICES - CEMETERY</b>					
Personnel	\$ 80,411	\$ 76,424	\$ 79,968	\$ 78,595	\$ 78,595
Operations	19,012	24,338	32,982	20,858	20,858
Capital	35,593	8,000	-	-	-
TOTAL	\$ 135,016	\$ 108,762	\$ 112,950	\$ 99,453	\$ 99,453
<b>PUBLIC SERVICES - SOLID WASTE</b>					
Personnel	\$ 377,850	\$ 387,938	\$ 334,757	\$ 325,884	\$ 325,884
Operations	1,041,160	1,112,880	1,548,179	1,143,752	1,143,752
Capital	-	-	156,200	-	-
TOTAL	\$ 1,419,010	\$ 1,500,818	\$ 2,039,136	\$ 1,469,636	\$ 1,469,636
<b>PUBLIC SERVICES - GROUNDS MAINTENANCE</b>					
Personnel	\$ 74,167	\$ 805,739	\$ 830,100	\$ 804,921	\$ 804,921
Operations	24,270	95,590	296,024	264,453	264,453
Capital	11,156	47,678	172,500	-	-
TOTAL	\$ 109,594	\$ 949,007	\$ 1,298,624	\$ 1,069,374	\$ 1,069,374
<b>PUBLIC SERVICES - FLEET MANAGEMENT</b>					
Personnel	\$ 838,074	\$ 991,608	\$ 999,965	\$ 978,690	\$ 978,690
Operations	83,740	86,730	105,933	87,586	87,586
Capital	-	-	1,109,825	78,000	78,000
TOTAL	\$ 921,815	\$ 1,078,338	\$ 2,215,723	\$ 1,144,276	\$ 1,144,276

	Actual FY 16-17		Budgeted FY 17-18		Requested FY 18-19		Mgr Recommends FY 18-19		Adopted FY 18-19	
TRANSPORTATION										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		465,322		465,322		467,822		467,822		467,822
Capital		-		-		-		-		-
TOTAL	\$	465,322	\$	465,322	\$	467,822	\$	467,822	\$	467,822
PARKS & RECREATION										
Personnel	\$	1,050,061	\$	861,774	\$	929,817	\$	910,963	\$	910,963
Operations		702,478		464,808		618,240		419,779		419,779
Capital		47,272		276,000		838,777		85,000		85,000
TOTAL	\$	1,799,811	\$	1,602,582	\$	2,386,834	\$	1,415,742	\$	1,415,742
EDUCATION										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		38,107		40,000		40,000		40,000		40,000
Capital		-		-		-		-		-
TOTAL	\$	38,107	\$	40,000	\$	40,000	\$	40,000	\$	40,000
DEBT SERVICE										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		2,004,700		668,665		646,211		943,711		943,711
Capital		-		-		-		-		-
TOTAL	\$	2,004,700	\$	668,665	\$	646,211	\$	943,711	\$	943,711
GRAND TOTAL										
Personnel	\$	20,472,139	\$	22,674,687	\$	24,563,180	\$	23,955,110	\$	23,955,110
Operations		17,782,755		19,678,154		22,595,336		19,415,069		19,311,269
Capital		1,076,616		1,189,269		3,746,093		934,642		934,642
TOTALS	\$	39,331,509	\$	43,542,110	\$	50,904,609	\$	44,304,821	\$	44,201,021

**STATEMENT OF PURPOSE**

To function as the duly elected representatives of the citizens of Salisbury in creating and maintaining a balanced quality of life in accordance with North Carolina state statutes and federal law. To promote positive intergovernmental relationships with federal, state, and other local governments. To generate and maintain up-to-date municipal codes, establish public policies, and adopt budgets designed to provide effective, efficient municipal services. To provide a central source for the collection, storage and dissemination of official municipal records and documents. To provide safety and security for all citizens, to protect the environment, and to improve the overall quality of life in our community. To provide leadership and support for the continued economic development and planned growth of the community.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 295,855	\$ 346,521	\$ 303,716	\$ 296,851	\$ 296,851
Operating	122,022	177,077	175,224	160,384	160,384
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 417,877</b>	<b>\$ 523,598</b>	<b>\$ 478,940</b>	<b>\$ 457,235</b>	<b>\$ 457,235</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
<b>City Council (000)</b>					
Mayor	1	1	1	1	1
Mayor Pro Tem	1	1	1	1	1
Council Member	3	3	3	3	3
<b>Administration (210)</b>					
City Clerk	1	1	1	1	1
Deputy City Clerk <sup>1</sup>	0	0	1	1	1
Senior Office Assistant <sup>1</sup>	<u>1</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>
	7	8	8	8	8

<sup>1</sup> Senior Office Assistant added FY18, Reclassified FY19 to Deputy City Clerk

**STATEMENT OF PURPOSE**

To serve as a central source of information, advice and support services for the City Council and Management Team. To promote the development and performance of staff and employees throughout the organization. To assist elected officials and other community leaders to identify, work toward, and achieve community outcomes and goals. To provide functional and operational expertise and planning for all City services. To determine citizen needs and provide responsive, equitable services to the community. To promote a culture of customer service by maintaining a consistently high level of quality staff work, operational procedures and service delivery systems. To set an example that urges the organization and community toward experimentation, change, creative problem solving, and prompt action. To demonstrate an understanding of information technology and ensure that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access. To demonstrate a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process. To understand and value the differences among individuals and foster those values throughout the organization and community. To prepare and administer the budget and report the findings of the annual audit to City Council. To interpret financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs and compare alternative strategies. To ensure that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current. To position the organization and community for events and circumstances that are anticipated in the future. To facilitate the flow of ideas, information and understanding between and among individuals, advocating effectively in the community interest. To provide staff assistance to the Salisbury Human Relations Council. To provide staff assistance and leadership skill development to the Youth Council members. To convey ideas of information effectively to others. To demonstrate fairness, honesty, and ethical and legal awareness in all personal and professional relationships and activities.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 717,626	\$ 741,761	\$ 814,402	\$ 799,236	\$ 799,236
Operating	282,538	296,039	342,763	319,020	319,020
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,000,164</b>	<b>\$ 1,037,800</b>	<b>\$ 1,157,165</b>	<b>\$ 1,118,256</b>	<b>\$ 1,118,256</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
<b>Administration (000)</b>					
City Manager	1	1	1	1	1
Assistant City Manager	2	2	1	1	1
City Attorney <sup>1</sup>	0	0	1	1	1
Human Relations Manager <sup>2</sup>	0	1	1	1	1
Deputy Clerk/Asstist. to City Manager	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

<sup>1</sup> Position reclassified from Assistant City Manager

<sup>2</sup> Position reclassified from Human Resources Analyst I/II (423)



### STATEMENT OF PURPOSE

To serve as the central source of City information by providing a singular voice and facilitating creative communication solutions for the City of Salisbury. To provide professional, timely and accurate information, marketing and communication services to the citizens of Salisbury, and in some instances, Rowan County. To assist in the coordination of internal communications to all City employees. To manage and coordinate the City of Salisbury website, media relations, social media, crisis communications, television services and print communications. To implement goals and special projects as assigned by the City Council and City Manager.

### PERFORMANCE GOALS

1. Promote the City's programs and highlight accomplishments through Salisbury NOW, City of Salisbury external newsletter, social media, the Salisbury city website, ACCESS16 and word of mouth.
2. Manage City of Salisbury brand and marketing standards to ensure compliance by City employees, contractors, appointees and elected officials.
3. Maintain the City social media and mass notification presence and monitor content:
  - Explore up-to-date social media initiatives to share more City content and to inform the public of significant City events and notifications.
  - Monitor inappropriate content listed by posters and employees and forward inappropriate employee content to appropriate contacts.
  - Continue to sponsor City "Like, Share, Comment" Facebook contests.
  - Utilize private Salisbury employees Nixle group to send important alerts.
  - Increase Nixle followers by 25 percent by the end of the fiscal year.
  - Increase Facebook likes by 50 percent by the end of the fiscal year.
  - Increase Twitter followers by 20 percent by the end of the fiscal year.
4. Continue to write and distribute an engaging community newsletter monthly to Salisbury residents.
5. Continue to develop Salisbury NOW television show into a premiere, award-winning, local government channel interview news programming.
6. Research and complete the new Salisbury Employee Portal.
7. Maintain and upgrade the City's television stations (ACCESS16 and Fibrant 17):
  - Explore redesign of the ACCESS16 logo.
  - Continue to encourage city departments and non-profit organizations and adjacent local government agencies to advertise their programs and initiatives on Fibrant 17.
  - Upgrade the station's equipment as needed.
  - Explore additional television programming, such as a "Moments with the Mayor" and Salisbury's Most Wanted.
8. Support internal City departments and City Council with marketing communications as needed:
  - Manage crisis communications as needed.
  - Support departments in emergency and/or urgent situations.
  - Draft talking points and Q and As as needed in emergency or controversial situations.
  - Develop and manage press conferences as necessary for crisis or emergency events.
9. Set up, record, live tweet and live stream Salisbury City Council meetings:
  - Prepare recorded meetings for viewing as soon as possible on ACCESS16.
  - Live tweet City Council meetings.

## PERFORMANCE MEASURES

	<u>FY 2017 Actual</u>	<u>FY 2018 Estimate</u>	<u>FY 2019 Projected</u>
<b>Workload</b>			
Social Media Engagement Percentage Increase	60% (FB) 20% (Twitter)	40% (FB) 20% (Twitter)	40% (FB) 20% (Twitter)
Positive News Coverage Reach Percentage Increase	30%	20%	20%
Departments Supported	13	13	12

## BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 273,619	\$ 283,268	\$ 364,363	\$ 355,231	\$ 355,231
Operating	113,525	102,125	105,608	99,588	99,588
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 387,144</b>	<b>\$ 385,393</b>	<b>\$ 469,971</b>	<b>\$ 454,819</b>	<b>\$ 454,819</b>

## PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
<b>Public Information (203)</b>					
Public Information Director	1	1	1	1	1
Communications Specialist	0	1	1	1	1
<b>Access 16 (204)</b>					
Systems Analyst	1	1	1	1	1
<b>Web &amp; System Media (205)</b>					
Web/Marketing Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>



**STATEMENT OF PURPOSE**

To provide a centralized source of support and assistance to the City related to its need for the management of Human Resources. Specific functions include providing general personnel administration, recruitment and selection, training and development, health and wellness, employee relations, compensation and benefits administration, and a city-wide customer service program. To provide Risk Management services for the City that includes safety, liability insurance management, worker's compensation, OSHA compliance, and third party claims against the City. To implement goals and special projects as may be assigned by the City Council.

**PERFORMANCE GOALS**

1. Implement City Council level goals.
2. Research, develop, and implement Human Resources systems consistent with elements of a high performance organization.
3. Update compensation plan periodically.
4. Establish health insurance savings strategies and wellness initiatives.
5. Continue a comprehensive internship program with schools and colleges/universities.
6. Continue to identify and establish employee appreciation efforts.
7. Continue to support our comprehensive customer service plan to better serve our citizens and employees.
8. Continue to support the applicant tracking and advertising software program.
9. Continue to maintain a secured web-based human resources information system.
10. Continue to provide employee self-service through the human resources information system, MUNIS.
11. Attract and retain high quality city employees through non-traditional and one-on-one recruitment efforts.
12. Participate in the School of Government Performance Measurement Program and identify additional measures of effectiveness and efficiency.
13. Continue management and leadership training to further develop human capital.
14. Implement Salisbury University to provide resources and opportunities for career development.
15. Provide Risk Management Programs.

## PERFORMANCE MEASURES

	FY 2017 Actual	FY 2018 Estimate	FY 2019 Projected
<b>Human Resources (000)</b>			
<b>Workload</b>			
Position Applications Reviewed	1,554	1,600	1,585
Full-Time Employees in Organization (all funds)	449	450	451
Position Requisitions Received from Departments	90	85	90
<b>Effectiveness</b>			
Percent of Applicants Placed-External	78.8%	80.0%	81.0%
Percent of Applicants Placed-Internal	21.2%	20.0%	19.0%
Organization-wide Turnover Rate	20.00%	19.00%	18.00%
<b>Risk Management (201)</b>			
<b>Workload</b>			
Number of Workers Compensation Claims Filed	35	30	25
Number of Third-Party Insurance Claims Filed	25	20	20
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120
<b>Efficiency</b>			
Cost Per Negotiated Workers Compensation Claim	\$ 3,049	\$ 3,000	\$ 2,500
Cost Per Negotiated Insurance Claim	\$ 1,890	\$ 2,000	\$ 1,500
Cost of all OSHA Imposed Fines & Penalties	\$ -	\$ -	\$ -
<b>Effectiveness</b>			
Workers Compensation Cases Negotiated Per Case Filed	0%	0%	0%
Third Party Insurance Claims Negotiated Per Claim Filed	3%	3%	3%

## BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 529,885	\$ 579,446	\$ 562,680	\$ 547,162	\$ 547,162
Operating	785,260	817,852	1,062,940	823,941	823,941
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,315,145</b>	<b>\$ 1,397,298</b>	<b>\$ 1,625,620</b>	<b>\$ 1,371,103</b>	<b>\$ 1,371,103</b>

## PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
<b>Human Resources (000)</b>					
Human Resources Director	1	1	1	1	1
Human Resources Analyst I/II <sup>1</sup>	4	3	3	3	3
Administration Specialist	1	1	1	1	1
<b>Risk Management (201)</b>					
Risk Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

<sup>1</sup> Position reclassified to Human Relations Manager & moved to Administration (421)

## DEPARTMENT – Business and Financial Services – Summary

### SUMMARY STATEMENT OF PURPOSE

To provide internal financial services to support the operations of the City. The Department also provides some direct services to citizens through its Business Office and City's website. Included in Business and Financial Services are the Purchasing, Accounting, Budget and Performance Management, and Business Office.

### BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 1,385,360	\$ 1,518,242	\$ 1,524,946	\$ 1,495,891	\$ 1,495,891
Operating	299,424	339,520	701,777	661,205	661,205
Capital	-	-	-	-	-
TOTAL	\$ 1,684,784	\$ 1,857,762	\$ 2,226,723	\$ 2,157,096	\$ 2,157,096

**STATEMENT OF PURPOSE**

To provide fiscal and business services to support the operations of the City. To provide a centralized source of procedures, information, and support related to the purchase and/or lease of supplies, materials, equipment, and contractual services for the City, and to manage and maintain a system of fixed asset identification, reporting, and accountability. Included in Financial Services is Business and Financial Services Administration, Accounting, Budget, Debt Management, Performance Management, and Investment Activities.

**PERFORMANCE GOALS**

1. Continue departmental education and training on use of the City's financial systems.
2. Continue participation in the Performance Measurement/Benchmarking Project.
3. Participate in the GFOA's Certificate of Achievement for Financial Reporting Excellence program.
4. Participate in the GFOA's Distinguished Budget Presentation Award.
5. Continue to evaluate existing purchasing policies and procedures with emphasis on reducing acquisition time and paperwork.
6. Continue to seek methods of improved fixed asset accountability.
7. Continue to offer quarterly training classes in purchasing policies and procedures to include new employees and employees promoted to positions requiring purchasing knowledge.
8. Manage the investment activities for idle cash.
9. Lead efforts to implement a new financial software system, which can be utilized throughout the City, increasing our efficiency.

**PERFORMANCE MEASURES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
<b>Accounting</b>	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Number of Checks Issued	3,904	3,896	3,900
Number of ACH Transactions (Payroll and A/P)	15,074	15,400	15,500
Number of Journal Entries	1,141	919	1,000
<b>Effectiveness</b>			
Percent of Checks Processed Without Error	99.0%	99.0%	99.0%
Percent of ACH Transactions Processed Without Error	99.0%	99.0%	99.0%
<b>Purchasing</b>			
<b>Workload</b>			
Number of Purchase Orders Fulfilled	753	750	760
Number of Procurement Card Transactions	10,607	9,800	10,000
Number of Contracts Reviewed	101	65	60
<b>Effectiveness</b>			
Percent of POs Completed Without Error	94%	97%	95%
Procurement Card Error Rate	2%	2%	2%

### BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 902,434	\$ 1,001,160	\$ 997,955	\$ 981,797	\$ 981,797
Operating	286,040	321,999	682,536	646,784	646,784
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,188,474</b>	<b>\$ 1,323,159</b>	<b>\$ 1,680,491</b>	<b>\$ 1,628,581</b>	<b>\$ 1,628,581</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Finance Director	1	1	1	1	1
Budget & Performance Manager	1	1	1	1	1
Budget & Performance Analyst	1	1	1	1	1
Management Analyst/Sr.	2	2	2	2	2
Finance Specialist	1	1	1	1	1
Finance Manager	1	1	1	1	1
Accountant I/II	1	1	1	1	1
Account Clerk I/II	2	2	2	2	2
Mail Coordinator (TPT)	1	1	1	1	1
Purchasing Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>



## DIVISION – Customer Service

## STATEMENT OF PURPOSE

To provide for the management of billing, collection, and customer management to the consumers of the City's water and sewer utility, garbage, recycling, storm water, and Fibrant services.

## DIVISIONAL PERFORMANCE GOALS

1. Continue to improve the collection process to reduce past due balances by continuing the execution of the 30 day cutoff cycle.
2. Continue training efforts to improve upon customer service satisfaction with online training modules to be completed by all staff members.
3. Continue cross-training efforts with the front counter and call center staff in other areas such as the NOC, Meter Services, and Sales.

## PERFORMANCE MEASURES

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Number of Utility Bills Generated	244,125	247,375	245,000
Number of Teller Transactions	58,560	57,466	58,000
Number of Telephone Transactions*	53,000	54,000	52,000
<b>Effectiveness</b>			
Percent of Utility Bills Mailed Without Error	99.9%	99.9%	99.9%

\* These are estimates, as Audiolog Call Statistics Reporting System was not always functional.

## BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 482,926	\$ 517,082	\$ 526,991	\$ 514,094	\$ 514,094
Operating	13,385	17,521	19,241	14,421	14,421
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 496,310</b>	<b>\$ 534,603</b>	<b>\$ 546,232</b>	<b>\$ 528,515</b>	<b>\$ 528,515</b>

## PERSONNEL DETAIL

	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
Position Title	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Customer Service Manager	1	1	1	1	1
Customer Service Clerk	8	8	8	8	8
Customer Service Clerk (TPT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>



**STATEMENT OF PURPOSE**

To provide excellent enterprise level customer service and support as the centralized authority on technology solutions by managing current and future technology requirements. Provide the correct resources to enable consistent data and communications access to every city employee, ensuring they can efficiently and seamlessly perform their duties to the citizens of the City of Salisbury.

**PERFORMANCE GOALS**

1. Maintain IT support for all departments within the City of Salisbury.
2. Become the sole source for technology solutions within the City.
3. Maintain all software, software support, and hardware support contracts.
4. Continue upgrading equipment as dictated by the capital replacement schedule.
5. Coordinate scheduled maintenance and upgrades.
6. Monitor all network activity, and mitigate any risks.
7. Identify areas within departments where IT can provide solutions.
8. Identify and reduce unnecessary technology expenditures.
9. Implement policy and procedure manual concerning the use of city technology.

**PERFORMANCE MEASURES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Number of Computers Directly Supported	463	463	463
Total Number of IT Helpdesk Requests Received	1,604	1,602	1,600
Number of Remote Sites Supported	47	47	47
Number of Telephones Supported	380	380	380
<b>Efficiency</b>			
Number of PCs Supported Per Analyst	77	112	154
<b>Effectiveness</b>			
Average Annual Network Availability *	99.9%	99.9%	99.9%
Percent IT Helpdesk Requests Closed < One Day	66.7%	45.7%	33.4%

\* Estimate - Designed to demonstrate network reliability

**BUDGET REQUEST SUMMARY**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
Personnel	\$ 581,791	\$ 626,497	\$ 681,877	\$ 666,913	\$ 666,913
Operating	643,109	795,818	953,561	792,639	792,639
Capital	-	-	50,000	-	-
<b>TOTAL</b>	<b>\$ 1,224,900</b>	<b>\$ 1,422,315</b>	<b>\$ 1,685,438</b>	<b>\$ 1,459,552</b>	<b>\$ 1,459,552</b>

# **PERSONNEL DETAIL**

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
<b>Administration (000)</b>					
Administrative Specialist	1	1	1	1	1
<b>Operations (151)</b>					
IT Network Manager	1	1	1	1	1
Installation Technician	1	1	1	1	1
Systems Analyst I/II/Sr.	3	3	3	3	3
Network Administrator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

# **CAPITAL OUTLAY**

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Audit Solution for HR	\$ 50,000	\$ -	
<b>Total Capital Outlay</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>



**STATEMENT OF PURPOSE**

To provide funding for the City's Broadband Fund and Dark Fiber.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	2,601,087	3,262,221	3,262,221	3,044,338	3,044,338
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,601,087</b>	<b>\$ 3,262,221</b>	<b>\$ 3,262,221</b>	<b>\$ 3,044,338</b>	<b>\$ 3,044,338</b>

## DEPARTMENT – Community Planning Services – Summary

### SUMMARY STATEMENT OF PURPOSE

Community Planning Services carries out current and long-range planning at all scales – comprehensive or city-wide, transportation corridors, planning districts, downtown, neighborhoods, and at the block level. Central to this work is citizen involvement in the adoption of plans, codes and ordinances to ensure that new development and infill are consistent with the community vision. Specific areas of focus include conditional district and zoning amendments, development plan review, urban design, public art, historic preservation, code enforcement and community development.

### BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 749,510	\$ 885,909	\$ 924,667	\$ 890,953	\$ 890,953
Operating	1,676,117	1,454,128	1,962,884	1,632,735	1,658,935
Capital	-	-	-	-	-
TOTAL	\$ 2,425,627	\$ 2,340,037	\$ 2,887,551	\$ 2,523,688	\$ 2,549,888

**STATEMENT OF PURPOSE**

Planning and Community Development coordinates long-range planning that identifies place-making opportunities to strengthen neighborhoods, enhance transportation corridors and improve the economic vitality of the downtown.

**PERFORMANCE GOALS**

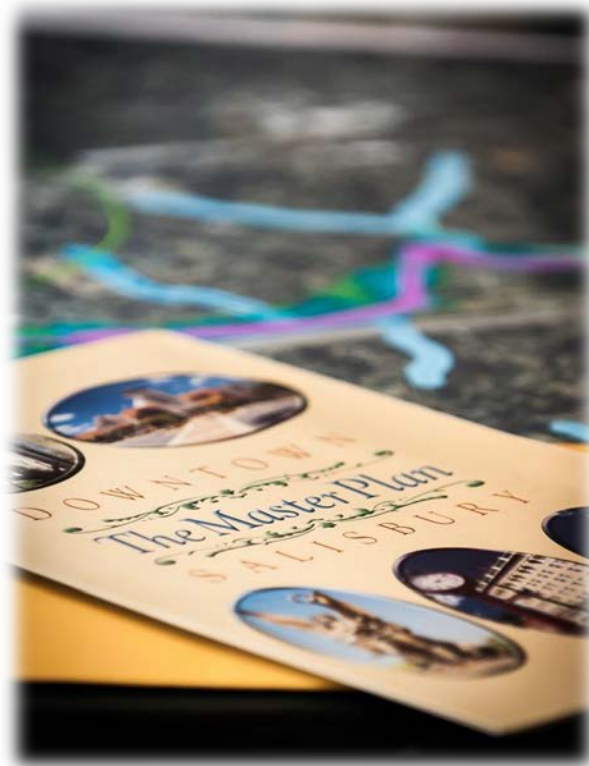
1. To engage citizens, neighborhoods, downtown representatives, other public/government entities, businesses, and non-profit organizations in visioning and planning:
  - Salisbury Comprehensive Plan (update Vision 2020).
  - Brownfield redevelopment planning for Kesler Mill and other sites.
  - Facilitate the work of the Public Art Committee, Community Appearance Commission, and Historic Preservation Commission.
2. To carry out adopted plans and special projects that add value and permanence to downtown, transportation corridors, and neighborhoods:
  - Dixonville-Lincoln Memorial Project.
  - Further development of the Fisher St. Entertainment District to support the new Bell Tower Green park project.
  - Sculpture Show / History & Art Trail.
  - BlockWork and other community appearance initiatives.
  - Innes and Long Complete Streets Plan.
  - Downtown Salisbury Master Plan, West End, Eastern Gateway, Park Avenue, North Main Street, and other area plans.
3. To implement city programs along with leveraged federal, state and local grants to revitalize the downtown and neighborhoods:
  - Façade grants, historic rehabilitation grants, and incentives to increase downtown residential development.
  - Expanded housing improvement programs.
  - Community development and affordable housing programs.

### BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 292,712	\$ 339,433	\$ 352,546	\$ 346,784	\$ 346,784
Operating	1,103,751	948,990	1,648,914	1,329,390	1,355,590
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,396,463</b>	<b>\$ 1,288,423</b>	<b>\$ 2,001,460</b>	<b>\$ 1,676,174</b>	<b>\$ 1,702,374</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Community Planning Services Dir.	1	1	1	1	1
Planner I/II/Sr/Urban Design	2	2	2	2	2
Sr. Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>



**STATEMENT OF PURPOSE**

To provide citizens, builders, and developers a centralized source of information, permitting, licensing, and enforcement services through planning & zoning, permitting, and inspections. To provide Planning Board, Board of Adjustment, Historic Preservation Commission, Alternate Methods of Design Commission, Technical Review Commission, and City Council board support through a centralized development and code services shop.

**PERFORMANCE GOALS**

1. Continue implementation of the One Stop Development Shop at the City Office Building by combining multiple development process resources under one roof – Development Services, Fire Marshal, SRU-FOG, as well as providing flex space for Rowan County and the state of North Carolina.
2. In coordination with all federal, state, county, and city development process partners, continue to provide excellent customer service to all members of the general public in securing the appropriate permits, licensing, and requisite approvals.
3. Continue to administer, review, and modify when necessary the Land Development Ordinance and Historic District Guidelines.
4. Continue to perform field inspections to ensure compliance with various codes and ordinances.
5. Continue to coordinate with Rowan County to issue Certificates of Compliance/Occupancy.
6. Continue to issue Certificates of Appropriateness for new construction, renovations, and additions within the local historic districts.
7. Continue liaison staffing to the Planning Board, Board of Adjustment, and Alt. Methods of Design Commission, as well as providing appropriate training for those volunteer members.
8. Although staff liaison to the Historic Preservation Commission is housed in Planning and Community Development (491), this office assists with Certification of Appropriateness issuance, field assistance, and customer assistance.
9. Continue to monitor and improve the plan review process through text amendments or policy adjustments.
10. Continue to update and administer water/sewer permitting for Rockwell, Granite Quarry, Spencer, East Spencer, China Grove and portions of Rowan County.
11. Assist with the implementation of the backflow prevention and pretreatment ordinance, NPDES Phase 2 Stormwater ordinance, and FOG ordinance.
12. Assist with development of a comprehensive infrastructure improvement plan for downtown.
13. Continue to administer and update the City's street address system in coordination with GIS.
14. Assist Downtown Salisbury, Inc. (DSI) in implementation of the Downtown Master Plan.
15. Support and partner with Rowan County in seeking improvements to the development review process.
16. Identify additional opportunities to improve pre-submittal plan review process.
17. Adopt standards and ordinances that support implementation of Vision 2020.

**PERFORMANCE MEASURES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Rezoning Requests Processed	9	7	7
Number of New Businesses Issued 'Business Registry Permits'	72	65	75
<b>Efficiency</b>			
Average Number of Processing Days Per Rezoning Request	45	60	60
<b>Effectiveness</b>			
Percent of Rezoning Requests Approved as Presented	99%	95%	95%

### BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 265,964	\$ 322,687	\$ 324,854	\$ 315,992	\$ 315,992
Operating	482,777	316,660	158,675	157,675	157,675
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 748,741</b>	<b>\$ 639,347</b>	<b>\$ 483,529</b>	<b>\$ 473,667</b>	<b>\$ 473,667</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Development Services Manager	1	1	1	1	1
Zoning Administrator <sup>1</sup>	1	0	0	0	0
Development Services Coordinator	1	1	1	1	1
Senior Planner <sup>1</sup>	0	1	1	1	1
Development Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup> Zoning Administrator reclassified to Senior Planner





**STATEMENT OF PURPOSE**

To provide citizens, property owners, landlords, and business owners fair and equitable enforcement of the city's Nuisance, Minimum Housing, and Zoning ordinances in order to safeguard and maintain a clean, safe, and beautiful community. To provide assistance to law enforcement, life-safety agencies, neighborhood advocacy groups, and staff liaison to the Housing Advocacy Commission and City Council through the centralized development and code services shop.

**PERFORMANCE GOALS**

1. In coordination with all federal, state, county, and city development process partners, continue to provide excellent customer service to all members of the general public.
2. Continue to administer and enforce the Land Development Ordinance and Historic District Guidelines, as well as all Nuisance and Minimum Housing city codes.
3. Continue to perform field inspections to ensure compliance with various codes and ordinances.
4. Continue to coordinate with Rowan County and assist Development Services in the issuance of Certificates of Compliance/Occupancy.
5. Continue liaison staffing of the Housing Advocacy Commission and Neighborhood Leaders Alliance, as well as providing appropriate training for those volunteer members.
6. Continue to assist the Police Department and other law enforcement agencies with homeless camp abstraction and other special projects.
7. Assist Downtown Salisbury, Inc. (DSI) with implementation and enforcement of the Downtown Maintenance Code.
8. Continue to coordinate and assist Purchasing Manager with applicable contract services.
9. Identify additional opportunities to improve (streamline and simplify) the enforcement process while always maintaining the highest of standards and ensuring due process.

**PERFORMANCE MEASURES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Total Number of Nuisance Cases Generated	1,978	2,612	2,680
<b>Efficiency</b>			
Cost Per Nuisance Case Abated (contractor)	\$ 75	\$ 60	\$ 60
<b>Effectiveness</b>			
Percentage of Cases Corrected By Owner	80%	80%	80%

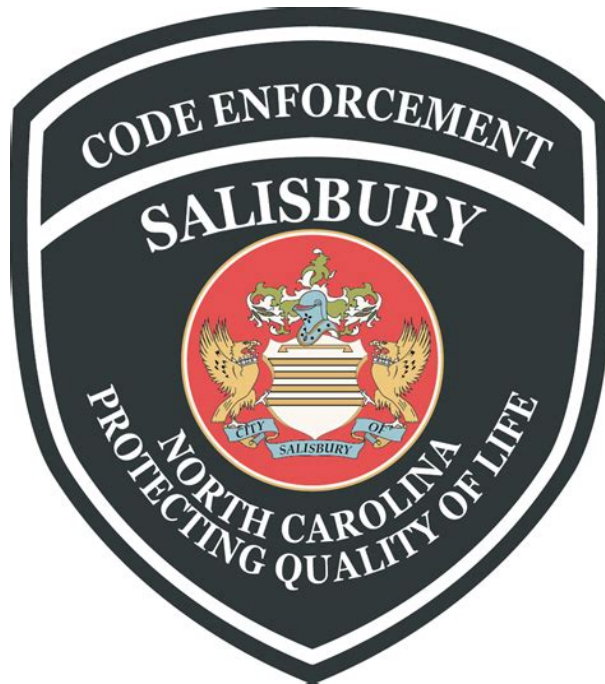
**BUDGET REQUEST SUMMARY**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
Personnel	\$ 190,835	\$ 223,789	\$ 247,267	\$ 228,177	\$ 228,177
Operating	89,589	188,478	155,295	145,670	145,670
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 280,424</b>	<b>\$ 412,267</b>	<b>\$ 402,562</b>	<b>\$ 373,847</b>	<b>\$ 373,847</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Code Services Manager	0	1	1	1	1
Code Services Coordinator	0	1	0	0	0
Senior Code Enforcement Officer	1	0	1	1	1
Code Enforcement Officer	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL <sup>1</sup>	4	4	4	4	4

<sup>1</sup> Department reorganization



**STATEMENT OF PURPOSE**

To promote, enhance and manage the development of the central business district in a manner which will make the district an economic, governmental, social, and cultural center of Rowan County. To address the needs of impacting neighborhoods and businesses in and adjacent to the Municipal Service District. To accomplish the above by promoting activity in economic restructuring, design, promotions, and building partnerships.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ 185,640	\$ 184,695	\$ 181,949	\$ 181,949
Operating	-	179,800	251,168	185,700	55,700
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ 365,440</b>	<b>\$ 435,863</b>	<b>\$ 367,649</b>	<b>\$ 237,649</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Downtown Development Director	0	1	1	1	1
Events Coordinator	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL <sup>1</sup></b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

<sup>1</sup> New department for the City in FY18

## DEPARTMENT – Engineering-Summary

### SUMMARY STATEMENT OF PURPOSE

To provide a centralized source of general engineering services for the City. Primary duties include traffic engineering, GIS services, reviewing plans for private development, administering special projects and street lighting, management and execution of facilities contracted services, and serving as liaison to the Cabarrus Rowan MPO, NCDOT, and NCDEQ.

### BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 632,801	\$ 797,664	\$ 841,109	\$ 826,864	\$ 826,864
Operating	1,268,658	3,369,773	3,633,380	2,977,139	2,977,139
Capital	-	-	-	-	-
TOTAL	\$ 1,901,459	\$ 4,167,437	\$ 4,474,489	\$ 3,804,003	\$ 3,804,003

**STATEMENT OF PURPOSE**

To provide the City with a resource capable of effectively monitoring and evaluating municipal traffic safety and traffic flow, and to develop and implement programs designed to address those needs through a network of traffic signals, traffic control signs and engineering evaluations.

**PERFORMANCE GOALS**

1. Provide quarterly maintenance and documentation in accordance with NCDOT standards to ensure maximum reimbursement through Maintenance Municipal Agreements.
2. Maintain City-owned street lighting to minimize outages.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 118,610	\$ 132,279	\$ 140,285	\$ 137,539	\$ 137,539
Operating	71,964	58,493	102,871	65,984	65,984
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 190,574</b>	<b>\$ 190,772</b>	<b>\$ 243,156</b>	<b>\$ 203,523</b>	<b>\$ 203,523</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Traffic Signal Technician	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>



**STATEMENT OF PURPOSE**

To provide lighting on public streets and municipal property.

**PERFORMANCE GOALS**

1. Administer citizen requests for improved street lighting in accordance with the City’s neighborhood street lighting petition policy.
2. Improve street lighting along thoroughfares in accordance with approved funding.
3. Schedule replacement of existing metal halide with LED.

**PERFORMANCE MEASURES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Street Lights</b>			
Duke Energy Leased	4,466	4,510	4,660
City Owned within Public ROW	99	99	99
Citizen Reported Outages	343	364	350
Total Petitions Created	9	4	5
Total Projects Designed	8	7	8

**BUDGET REQUEST SUMMARY**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	580,058	614,550	602,500	577,370	577,370
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 580,058</b>	<b>\$ 614,550</b>	<b>\$ 602,500</b>	<b>\$ 577,370</b>	<b>\$ 577,370</b>

**STATEMENT OF PURPOSE**

To provide a centralized source of general engineering and GIS services for the City.

**PERFORMANCE GOALS**

1. Participate in Technical Review Committee and Plan Review Committee.
2. Manage the Signal System to ensure compliance with NCDOT standards and establish efficient timing plans.
3. Address citizen requests concerning traffic related issues.
4. Administer GIS services.
5. Coordinate efforts with Cabarrus Rowan MPO.
6. Design and manage various grants and construction projects.
7. Coordinate projects with NCDOT.
8. Implement elements of the Comprehensive Bicycle Plan.
9. Prepare Dam Emergency Action Plans in accordance with DENR guidelines.
10. Serve as Subdivision Administrator.
11. Administer National Flood Insurance Program (NFIP).
12. Administer Downtown ROW Use Permits.
13. Administer street and alley closings in accordance with General Statutes.
14. Participate in monthly SNAG meetings.
15. Streamline communications with departments utilizing facilities contracted services.

**PERFORMANCE MEASURES**

	<b><u>FY 2017</u></b> <b><u>Actual</u></b>	<b><u>FY 2018</u></b> <b><u>Estimate</u></b>	<b><u>FY 2019</u></b> <b><u>Projected</u></b>
<b>Engineering Plan Review</b>			
Number of Projects Reviewed	59	46	55
<b>Permits</b>			
Floodplain	12	3	6
Water	20	12	15
Sewer	10	6	8
Stormwater BMP	2	2	4
Right-of-Way Use	5	12	10
<b>Traffic Engineering</b>			
Major Studies	6	12	5
Petitions	1	10	10
Permanent Street/Alley Closings	0	0	0
<b>Geographic Information Services</b>			
Web Applications Created	6	3	3
Web Applications Maintained	24	27	30
Cartographic Products Created/Modified	53	50	50
Citizen Reported Issues Screened	260	300	350
Data Requests Fulfilled	8	5	5
Users Supported	35	35	35
User Support Cases	45	40	35
Data Collection Projects Conducted/Supported	3	4	2
Major Analysis Projects	6	5	5
Minor Analysis Projects	9	10	10
Addresses Input/Corrected	262	150	100
Information Requests Fulfilled	51	50	50

### BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 514,190	\$ 665,385	\$ 700,824	\$ 689,325	\$ 689,325
Operating	616,636	2,696,730	2,928,009	2,333,785	2,333,785
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,130,826</b>	<b>\$ 3,362,115</b>	<b>\$ 3,628,833</b>	<b>\$ 3,023,110</b>	<b>\$ 3,023,110</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
City Engineer	1	1	1	1	1
Engineer	1	1	1	1	1
Engineer Technician	1	1	1	1	1
GIS Coordinator	1	1	1	1	1
Project Manager	1	1	1	1	1
Traffic Engineer Coordinator	1	1	1	1	1
Administrative Specialist <sup>1</sup>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup> New position FY18





## DEPARTMENT – Police – Summary

### SUMMARY STATEMENT OF PURPOSE

To provide quality and comprehensive law enforcement services with honest, fair and ethical treatment of all, while creating an environment in which citizens and visitors feel safe in all parts of the City. Improving service to citizens and visitors through community partnerships and implementation of new practices and technology.

### PERFORMANCE MEASURES

	2017 Actual	2018 Estimate	2019 Projected
<b>Workload</b>			
Number of Sworn Police Officers (Authorized Positions)	81	81	81
Number of 'False Alarm' Police Responses (calls coded 2, 4 or 5)	3,020	3,080	2,990
All Part I Crimes Reported (homicide, assault, robbery, larceny, etc.)	1,948	1,967	1,909
Departmental Internal Affairs Investigated Complaints	43	43	38
<b>Efficiency</b>			
Calls Resulting in a Dispatch (including walk-ins and officer initiated)	37,459	37,833	35,503
Part I Crimes Investigated By Criminal Investigations (CID) Division *	190	195	180
Internal Affairs Complaints Sustained	7	6	4
<b>Effectiveness</b>			
Departmental Turn-Over Rate (Sworn Police Officers)	12.3%	7.4%	3.7%
Dispatches Coded 'False Alarm' (as a Percent of Total Dispatches)	8.1%	8.1%	8.4%
CID Part I Case Clearance Rate **	60.6%	61%	70%
Internal Affairs Complaints Sustained as a Percent of Total Internal Affairs Complaints Filed	16.3%	14.0%	10.5%

\* Patrol investigates all crime. CID is used for extreme cases or where limited evidence exists

\*\* Defined as: cases cleared through arrest, unfounded cases, or when prosecution is declined

### BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 5,568,589	\$ 6,518,485	\$ 7,576,821	\$ 7,396,089	\$ 7,396,089
Operating	1,790,878	2,270,904	1,848,679	1,597,874	1,597,874
Capital	48,112	47,200	162,279	87,931	87,931
TOTAL	\$ 7,407,580	\$ 8,836,589	\$ 9,587,779	\$ 9,081,894	\$ 9,081,894

**STATEMENT OF PURPOSE**

Deliver supporting inquiries and follow up of initial incident response or information based on objectively reasonable and logical examinations of reported criminal acts or criminal intelligence. Liaison with external resources and agencies to further collaborate in the investigation of crimes and ongoing criminal enterprises.

**PERFORMANCE GOALS**

1. To improve neighborhood livability and adhere to the Community Policing and Crime Reduction Pillar of 21st Century Policing, the Salisbury Police Department will strive to reduce, solve, and prevent crime in our community.
2. In conjunction with the City supported Community Action Planning Sessions and Action Team efforts, the Department will strive to reduce gun crime (Assault with a Dangerous Weapon – Gun and Homicide) by 5% in 2018 compared to 2017.
3. The Department will further develop the partnership with Office of Justice Programs and implement an effective work plan to combat violent gun crime, the opioid addiction crisis, and other identified community law enforcement and policing needs.
4. The Department will fully develop the Project Safe Neighborhoods position and program to an effective level in partnership with Rowan County Sheriff's Office, the Rowan County District Attorney, the US Attorney Middle District of North Carolina, and Federal law enforcement partners.
5. Within the developing partnership with Office of Justice Programs, the Department will further enhance our crime analysis function through training and technical enhancements.
6. The Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 1,608,838	\$ 1,602,093	\$ 2,192,220	\$ 2,134,771	\$ 2,134,771
Operating	218,448	186,196	212,269	176,792	176,792
Capital	-	-	15,431	15,431	15,431
<b>TOTAL</b>	<b>\$ 1,827,285</b>	<b>\$ 1,788,289</b>	<b>\$ 2,419,920</b>	<b>\$ 2,326,994</b>	<b>\$ 2,326,994</b>



### PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
<b>Services Administration (000)</b>					
Deputy Police Chief <sup>1</sup>	0	0	1	1	1
Police Lieutenant	0	0	2	2	2
Police Sergeant	0	0	4	4	4
Police Corporal	0	0	2	2	2
Police I/II/MPO	0	0	12	12	12
Police I/II/MPO (Crime Scene)	0	0	1	1	1
Project Safe Specialist <sup>3</sup>	0	1	1	1	1
Evidence Custodian	0	0	1	1	1
Captain <sup>1</sup>	1	1	0	0	0
<b>Community Service (303)</b>					
Community Relations Officer	2	1	0	0	0
Police Officer I/II/MPO	4	5	0	0	0
Police Sergeant	0	1	0	0	0
<b>Evidence &amp; Identification (304)</b>					
Police Evidence & Property Custodian	1	1	0	0	0
<b>Information Management (305)</b>					
Police Records Clerk	1	0	0	0	0
Administrative Specialist	1	0	0	0	0
<b>Recruitment/Training (306)</b>					
Police Officer I/II/MPO	1	0	0	0	0
Parking Control Specialist (TPT)	1	0	0	0	0
<b>CID (326)</b>					
Police Lieutenant	1	1	0	0	0
Police Sergeant	1	2	0	0	0
Police Officer I/II/MPO	7	10	0	0	0
<b>Crime Scene (330)</b>					
Police Officer I/II/MPO	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL <sup>2</sup>	22	24	24	24	24

<sup>1</sup> Position reclassified from Captian to Deputy Chief

<sup>2</sup> Department Reorganization

<sup>3</sup> New position FY18

### CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Evidence Scanner	\$ 7,431	\$ 7,431	\$ 7,431
Cellebrite Technology	8,000	8,000	8,000
<b>Total Capital Outlay</b>	<b>\$ 15,431</b>	<b>\$ 15,431</b>	<b>\$ 15,431</b>

**STATEMENT OF PURPOSE**

To serve as the central management point for all activities involving the Police Department. Guiding the department's incorporation of multiple evidence based and practice based strategies using a Stratified Policing Model. Focusing the department's policing efforts toward effective evidence based community collaboration through analysis and accountability. Developing realistic and prioritized goals for crime reduction.

**PERFORMANCE GOALS**

1. To improve neighborhood livability and adhere to the Community Policing and Crime Reduction Pillar of 21st Century Policing, the Salisbury Police Department will strive to reduce, solve, and prevent crime in our community.
2. The Department will further develop the partnership with Office of Justice Programs and implement an effective work plan to combat violent gun crime, the opioid addiction crisis, and other identified community law enforcement and policing needs.
3. We will hold quarterly "community classrooms" throughout the year to offer educational opportunities for citizens on police operational, policy, and practice areas for greater understanding and to improve police-community relations.
4. Within the developing partnership with Office of Justice Programs, the Department will further enhance our crime analysis function through training and technical enhancements.
5. The Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.
6. The Department will develop a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth.
7. The Department will fully staff all authorized sworn positions in FY2019.
8. The Department will never fall below 95% of authorized sworn staffing in any month of FY2020 after achieving full staffing in FY2019.
9. The Department will study and determine effective sworn and civilian support needs and staffing levels for critical functions, such as, patrol force and investigative roles based on dependable principles of workload assessment.
10. To enhance the adherence to the 21<sup>st</sup> Century Policing, the Salisbury Police Department will seek to achieve organizational excellence to provide superior service.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 681,487	\$ 1,075,756	\$ 1,128,423	\$ 1,098,710	\$ 1,098,710
Operating	462,632	392,588	489,894	395,496	395,496
Capital	6,849	47,200	129,348	55,000	55,000
TOTAL	\$ 1,150,967	\$ 1,515,544	\$ 1,747,665	\$ 1,549,206	\$ 1,549,206

### PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
<b>Administration (000)</b>					
Police Chief	1	1	1	1	1
Deputy Police Chief	0	1	0	0	0
Police Sergeant	0	0	1	1	1
Police Lieutenant	1	1	1	1	1
Police Captain	0	1	1	1	1
Police I/II/MPO	0	1	4	4	4
Police Planner	1	1	1	1	1
Training Manager	1	1	0	0	0
Management Analyst	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
<b>Recruitment (315)</b>					
Police Sergeant	0	1	0	0	0
<b>Records (325)</b>					
Administrative Specialist	0	1	1	1	1
Police Records Clerk	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL <sup>1</sup>	6	12	13	13	13

<sup>1</sup> Department reorganization

### CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
<b>Police Administration (000)</b>			
Citywide Camera System	\$ 40,000	\$ 40,000	\$ 40,000
<b>Police Administration-Bldg Maintenance (301)</b>			
Replace handrail at entrance & repair brick pavers	13,100	-	-
Relocate card access readers	14,248	-	-
NCAT and Special Investigations Expansion	20,000	15,000	15,000
HVAC Replacement	42,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 129,348</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>

**STATEMENT OF PURPOSE**

Deliver 24 hour first responder policing services within the City of Salisbury by proactively and reactively patrolling the community and neighborhoods, providing initial criminal incident investigation, enforcing criminal and traffic laws, deterring crime and improving traffic flow while reducing collisions, and building police-community relations.

**PERFORMANCE GOALS**

1. To improve neighborhood livability and adhere to the Community Policing and Crime Reduction Pillar of 21st Century Policing, the Salisbury Police Department will strive to reduce, solve, and prevent crime in our community.
2. In conjunction with the City supported Community Action Planning Sessions and Action Team efforts, the Department will strive to reduce gun crime (Assault with a Dangerous Weapon – Gun and Homicide) by 5% in 2018 compared to 2017.
3. The Department will further develop the partnership with Office of Justice Programs and implement an effective work plan to combat violent gun crime, the opioid addiction crisis, and other identified community law enforcement and policing needs.
4. Within the developing partnership with Office of Justice Programs, the Department will further enhance our crime analysis function through training and technical enhancements.
5. The Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.
6. To further the principles in the Building Trust and Legitimacy Pillar of 21<sup>st</sup> Century Police, the Salisbury Police Department will strive to improve community engagement efforts.
7. To improve upon the efforts in the Technology and Social Media Pillar of 21<sup>st</sup> Century Policing, the Salisbury Police Department will work to further embrace and integrate crime analysis throughout the Department.
8. To enhance the adherence to the 21st Century Policing, the Salisbury Police Department will seek to develop and maintain a quality workforce.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 3,278,265	\$ 3,840,636	\$ 4,256,178	\$ 4,162,608	\$ 4,162,608
Operating	1,109,799	1,692,120	1,146,516	1,025,586	1,025,586
Capital	41,263	-	17,500	17,500	17,500
<b>TOTAL</b>	<b>\$ 4,429,327</b>	<b>\$ 5,532,756</b>	<b>\$ 5,420,194</b>	<b>\$ 5,205,694</b>	<b>\$ 5,205,694</b>



# PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
<b>Field Operations (000)</b>					
Police Captain	1	1	1	1	1
Police Lieutenant	0	0	3	3	3
Police Sergeant	0	0	4	4	4
Police Corporal	0	0	4	4	4
Police Officer I/II/MPO (SRO)	0	0	3	3	3
Police Officer I/II/MPO	0	0	36	36	36
Parking Attendant (TPT)	0	0	1	1	1
<b>SRO (320)</b>					
Police Officer I/II/MPO	0	2	0	0	0
Police Officer I/II/MPO (SRO)	0	1	0	0	0
<b>Adam Team (321)</b>					
Police Lieutenant	1	1	0	0	0
Police Sergeant	1	1	0	0	0
Police Officer I/II/MPO	9	10	0	0	0
<b>Baker Team (322)</b>					
Police Lieutenant	1	1	0	0	0
Police Sergeant	1	1	0	0	0
Police Officer I/II/MPO	9	10	0	0	0
<b>Charlie Team (323)</b>					
Police Lieutenant	1	0	0	0	0
Police Sergeant	1	1	0	0	0
Police Officer I/II/MPO	9	9	0	0	0
Police Officer I/II/MPO (SRO)	0	1	0	0	0
<b>David Team (324)</b>					
Police Lieutenant	1	1	0	0	0
Police Sergeant	1	1	0	0	0
Police Officer I/II/MPO	9	10	0	0	0
<b>Downtown (326)</b>					
Parking Control Specialist	0	1	0	0	0
Police Officer I/II/MPO	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL <sup>1</sup>	45	53	52	52	52

<sup>1</sup> Department reorganization

# CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
K9 - Includes dog, training and shelter area	\$ 17,500	\$ 17,500	\$ 17,500
<b>Total Capital Outlay</b>	<b>\$ 17,500</b>	<b>\$ 17,500</b>	<b>\$ 17,500</b>



**STATEMENT OF PURPOSE**

To protect the quality of life for present and future generations through interaction with our community, compassionate service and an atmosphere that encourages innovation, professionalism and diversity.

**PERFORMANCE GOALS**

1. Improve community life safety initiatives through response times to emergency incidents.
2. Improve recruiting efforts and improve diversity by increasing live-in base and attending recruiting events at high schools in NC with firefighter based curriculums.
3. Continue to improve supervisory roles and responsibilities through new and continuing education training programs.
4. Monitor Station 6 construction and continue planning for equipping, staffing and in-service date of June 2019.
5. Continue to plan and prep for Station 3 relocation and construction.
6. Continue to explore ALS Paramedic response and pre-hospital community para-medicine program and training options.
7. Update policies and procedures to improve fire ground operations and meet new ISO directives:
  - Recognize and train to modern fire suppressions methods and standards; ISO topics and hours inclusive of all ranks and assignments.
  - Update policies, procedures and directives and response methods.
  - Improve and expand training to incorporate quarterly training with surrounding departments.
  - Improve Rescue certification capabilities to include surface water, technical rescue components.
8. Expand Emergency Management and planning role/efforts by conducting one annual EM training drill for City Officials.
9. Serve as City's EM planning and preparation office.
10. Upgrade and transition to new fire reporting and record keeping software.
11. Continue to prepare for future ISO inspection and update pre-inspection reports and records.
12. Continue to enhance fire department personnel development and training programs to meet OSHA and NCDOL requirements for Confined Space Entry and Hazardous Materials Technician quarterly entry drills.

**PERFORMANCE MEASURES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Total Calls	5,983	6,075	6,150
Fire Alarm Responses	679	685	700
Average Calls Per Day	16	17	17
Average Training Hours per Firefighter per Day	3	3	3
<b>Efficiency</b>			
Firefighters Per Shift Strength	23	23	26
Firefighters (Per Shift) Per 1,000 Population	6.80	6.80	7.20
Total Dollar Value of All Property Protected	\$2.80 B	\$2.82 B	\$2.85 B
<b>Effectiveness</b>			
Fire Deaths (Civilians)	0	0	0
Fire Deaths (Firefighters)	0	0	0
Total Fire Loss (Dollars)	\$ 729,995	\$1,200,000	\$1,300,000
On Scene Time - % within 5 Minutes	37.4%	42.0%	45%



## BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 4,857,613	\$ 5,008,775	\$ 5,386,086	\$ 5,236,253	\$ 5,236,253
Operating	1,046,376	933,004	1,443,619	1,130,970	1,130,970
Capital	861,582	722,500	618,200	560,500	560,500
<b>TOTAL</b>	<b>\$ 6,765,571</b>	<b>\$ 6,664,279</b>	<b>\$ 7,447,905</b>	<b>\$ 6,927,723</b>	<b>\$ 6,927,723</b>

## PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Fire Chief	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Battalion Chief	6	6	6	6	6
Fire Captain / District Captain <sup>1</sup>	13	11	10	10	10
Fire Control Specialist I/II	38	34	34	34	34
Fire Engineer	13	17	17	17	17
Fire Lieutenant	5	8	8	8	8
Fire Safety Education Coordinator	1	1	1	1	1
Fire Control Specialist Pool (TPT)	1	1	1	1	1
Hydrant Maintenance (TFT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>81</b>	<b>82</b>	<b>81</b>	<b>81</b>	<b>81</b>

<sup>1</sup> Position temporary add FY18, eliminated FY19

## CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
<b>Fire Administration (000)</b>			
Station 3 soft cost	\$ 400,000	\$ 400,000	\$ 400,000
<b>Fire Station #1 (351)</b>			
Parking/drive along the side of the station	35,000	-	-
Replace 4 garage doors	12,800	-	-
Roof Replacement	162,400	160,500	160,500
<b>Fire Station #3 (353)</b>			
HVAC Replacement	8,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 618,200</b>	<b>\$ 560,500</b>	<b>\$ 560,500</b>



## DEPARTMENT – Public Services – Summary

### SUMMARY STATEMENT OF PURPOSE

To provide citizens of Salisbury with street, sidewalk, traffic sign, and pavement marking maintenance on city and state right of ways. Collection and disposal of residential garbage and yard waste. Oversee the residential recycling service contract. Manage the equipment and vehicles used by city forces. Implement stormwater regulations imposed by NCDENR and supply services to the stormwater infrastructure in city right of way. Manage maintenance to all city facilities. Oversee telecommunication services to the City and Rowan County.

### BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 3,829,430	\$ 4,320,705	\$ 4,468,001	\$ 4,350,755	\$ 4,350,755
Operating	3,943,151	4,041,098	5,079,239	4,118,224	4,118,224
Capital	<u>119,649</u>	<u>143,569</u>	<u>2,076,837</u>	<u>201,211</u>	<u>201,211</u>
TOTAL	\$ 7,892,230	\$ 8,505,372	\$ 11,624,077	\$ 8,670,190	\$ 8,670,190

**STATEMENT OF PURPOSE**

The City of Salisbury utilizes buildings throughout the City for offices to support our organization. City Office Building houses Development Services, Human Resources, Code Enforcement, Engineering, City Administration, and Financial Services. City Hall houses Council Chambers, Communications, the Mayor's office, Council Administration, Clerks Office, and Parks and Recreation Administration. Customer Service Center has offices and operations to support Fibrant, Business Office, Information Technology and Telecommunications. Park Avenue is used as the location for the Fire Marshall's office. Adjacent to the Park Avenue property is the Park Avenue Community Center, and West End Community Development is located within the West End Community property. These properties provide space for offices, meeting rooms, and required storage of documentation necessary for daily operations. The property formerly referred to as the Zimmerman Building is currently vacant.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	755,935	533,374	652,959	556,519	556,519
Capital	20,036	-	378,611	88,211	88,211
<b>TOTAL</b>	<b>\$ 775,971</b>	<b>\$ 533,374</b>	<b>\$ 1,031,570</b>	<b>\$ 644,730</b>	<b>\$ 644,730</b>

**CAPITAL OUTLAY**

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
<b>City Office Building (000)</b>			
HVAC for UPS Room on 3rd Floor	\$ 12,000	\$ -	\$ -
Replace Carpet on 3rd Floor	18,500	-	-
HVAC Replacement	66,400	-	-
<b>Zimmerman Building (250)</b>			
Building Renovations	150,000	-	-
HVAC Replacement	26,000	-	-
<b>City Hall (251)</b>			
Paint Windows Outside	9,000	-	-
Install Mini Split HVAC-front conference room	8,500	-	-
HVAC Replacement	58,000	58,000	58,000
<b>Salisbury Customer Service Center (255)</b>			
LED Light Upgrade	22,400	22,400	22,400
Backup Generator Plug	7,811	7,811	7,811
<b>Total Capital Outlay</b>	<b>\$ 378,611</b>	<b>\$ 88,211</b>	<b>\$ 88,211</b>

**STATEMENT OF PURPOSE**

This property serves as an anchor for our downtown area and exemplifies the elements necessary for a robust downtown community – retail, commercial, and residential. The property has retail on the first floor and commercial space on the second and third floor. Fourth through seventh floors are residential units. By maintaining and administering the Plaza, the City continues to provide consistent economic vitality in the central business district.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	174,873	127,159	268,648	190,904	190,904
Capital	14,505	79,000	35,000	35,000	35,000
<b>TOTAL</b>	<b>\$ 189,378</b>	<b>\$ 206,159</b>	<b>\$ 303,648</b>	<b>\$ 225,904</b>	<b>\$ 225,904</b>

**CAPITAL OUTLAY**

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Building Renovations	\$ 20,000	\$ 20,000	\$ 20,000
HVAC Replacement	15,000	15,000	15,000
<b>Total Capital Outlay</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>	<b>\$ 35,000</b>



**STATEMENT OF PURPOSE**

To manage, monitor, and maintain the state of the art Salisbury/Rowan Countywide Telecommunications System in the areas of radio, 9-1-1 cable, and emergency services communications and to specify, recommend, and implement solutions for the city's communications needs.

**PERFORMANCE GOALS**

1. Radio system is a fully functional 4-Site System with Rowan County. Strive to keep the system performing at its best level.
2. Maintain the County Fire and EMS VHF Systems to its specifications level.
3. Continue working to enhance and maintain security at the tower site.
4. Continue working to support SRU with the SCADA network.
5. Maintain the backup Communication Center in Kannapolis as well as the new console at the Telecommunication's shop.
6. Work with Motorola to obtain proper training for the new radio system so that our shop can maintain the same.
7. Continue to provide the absolute best quality of service/customer service to our City departments and Rowan County customers.
8. Continue to work with and support Rowan County and the Salisbury Police Department on the new consolidated 9-1-1 Communication Center.
9. Major reprogramming of City / County public safety radios to add mutual aid talk groups and updated talk groups.
10. Continue to work with Rowan County on inter-local and maintenance agreements.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 268,326	\$ 282,033	\$ 272,568	\$ 264,809	\$ 264,809
Operating	400,232	444,527	427,758	419,579	419,579
Capital	21,325	8,891	71,500	-	-
<b>TOTAL</b>	<b>\$ 689,883</b>	<b>\$ 735,451</b>	<b>\$ 771,826</b>	<b>\$ 684,388</b>	<b>\$ 684,388</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Telecommunications Manager	1	1	1	1	1
Telecommunications Technician	2	2	2	2	2
Telecommunications Assistant (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

**CAPITAL OUTLAY**

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
VOIP And Radio Over-the-Air Recorder	\$ 60,000	\$ -	\$ -
Upgrade DiagnostX Box At Tower Site	11,500	-	-
<b>Total Capital Outlay</b>	<b>\$ 71,500</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

To provide the City with support services associated with maintaining viable space from which city operations can occur. To manage the preventative maintenance of city facilities. To remain actively involved in capital improvement projects throughout the City for various departments, as projects arise and funding is available.

**PERFORMANCE MEASURES**

	<b>FY 2017 Actual</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Projected</b>
<b>Workload</b>			
Square Feet Maintained	190,720	500,000 *	500,000 *
Average Age of Facilities (years)	55	56	57
Square Feet Maintained Per FTE	63,573	83,333	83,333
* Increase due to city-wide consolidation of facility maintenance groups.			

**BUDGET REQUEST SUMMARY**

	<b>Actual FY 16-17</b>	<b>Budgeted FY 17-18</b>	<b>Requested FY 18-19</b>	<b>Mgr Recommends FY 18-19</b>	<b>Adopted FY 18-19</b>
Personnel	\$ 191,842	\$ 308,349	\$ 311,868	\$ 304,273	\$ 304,273
Operating	7,876	45,500	88,166	28,617	28,617
Capital	-	-	20,000	-	-
<b>TOTAL</b>	<b>\$ 199,717</b>	<b>\$ 353,849</b>	<b>\$ 420,034</b>	<b>\$ 332,890</b>	<b>\$ 332,890</b>

**PERSONNEL DETAIL**

<b>Position Title</b>	<b>Authorized FY 16-17</b>	<b>Authorized FY 17-18</b>	<b>Requested FY 18-19</b>	<b>Mgr. Recommends FY 18-19</b>	<b>Adopted FY 18-19</b>
Maintenance Supervisor	1	1	2	2	2
Maintenance Worker I/II	<u>2</u>	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL <sup>1</sup></b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>5</b>

<sup>1</sup> Position transferred from Parks & Recreation (621)

**CAPITAL OUTLAY**

	<b>Requested FY 18-19</b>	<b>Mgr Recommends FY 18-19</b>	<b>Adopted FY 18-19</b>
Remodel building to house Facilities Maintenance	\$ 20,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

To serve as the central management and administration source for activities and operations related to the Public Services Department including Fleet Management, Signs and Marking Operations, Cemetery, Facility Maintenance, Grounds Maintenance, Solid Waste Management, Street Division, Stormwater Utility, and Telecommunications services.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 247,246	\$ 265,851	\$ 277,436	\$ 273,047	\$ 273,047
Operating	24,150	18,106	20,960	20,152	20,152
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 271,396</b>	<b>\$ 283,957</b>	<b>\$ 298,396</b>	<b>\$ 293,199</b>	<b>\$ 293,199</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Public Services Director	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**STATEMENT OF PURPOSE**

To manage the maintenance and improvements to infrastructure including pavement, sidewalks, traffic signs, street signs, pavement markings, bridges, and curbing inside of city maintained rights-of-way. Ensures compliance with Federal ADA accessibility regulations for city maintained sidewalks. Administers maintenance projects with revenue received from the State of North Carolina through the Powell Bill Fund. Removes snow and ice during inclement weather. Assist other departments with maintenance, construction, and general labor as needed.

**PERFORMANCE GOALS**

**Administration (000)**

1. Plan, design, budget, direct, and support the construction and maintenance of city streets, traffic signs, street signs, pavement markings, and sidewalks.
2. Provide inspections for all new construction.
3. Maintain the City's Powell Bill records.
4. Coordinate with state inspectors to ensure proper maintenance to all city maintained bridges.
5. Oversee Stormwater Utility.
6. Oversee the collection and disposal of solid waste and recycling.
7. Oversee operational responses during inclement weather.

**Street Maintenance (420)**

1. Perform maintenance to city streets and parking facilities not covered under the guidelines of Powell Bill Funding.
2. Perform paving and patching to street cuts as a result of the work efforts of various utilities.

**Concrete Construction (421)**

1. Provide maintenance and repair to city sidewalks, driveways and curbs.
2. Respond to request from contractors and property owners to install or repair new concrete facilities.

**Signs and Markings (422)**

1. Provide maintenance and repair to traffic control signs, street signs, and pavement markings per MUTCD standards.

**Streets Miscellaneous Activities (425)**

1. Provide general labor and support to other city divisions and departments.

**Powell Bill Paving & Resurfacing (426)**

1. Provide maintenance, repairs, and paving to the City's 172 miles of streets as defined by budget funding.

**Powell Bill Bridge Maintenance/Snow (427)**

1. Provide maintenance to the decking, pavement, and related bridge facilities.
2. Maintain streets, walks, and parking facilities in a passable condition during periods of snow and ice.

**Powell Bill-Concrete Construction (429)**

1. Provide maintenance, repair, and installation to city curb and gutter, sidewalks, and bike pathways.



# **PERFORMANCE MEASURES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Projected</u></b>
<b><u>Aphalt Maintenance</u></b>			
Lane Miles of Streets Paved	6.81	6.47	6.25
Lane Miles of Streets Maintained	347	347	347
Repairs Made by Street Divison	351	105	250
Potholes Filled	366	508	550
<b><u>Concrete Maintenance</u></b>			
Sidewalks Installed, LF	2,753	1,926	2,500
Curb & Gutter Installed, LF	616	680	620

## **BUDGET REQUEST SUMMARY**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
Personnel	\$ 1,393,884	\$ 984,134	\$ 1,127,990	\$ 1,094,687	\$ 1,094,687
Operating	1,255,151	1,346,614	1,386,439	1,198,050	1,198,050
Capital	<u>17,032</u>	<u>-</u>	<u>133,201</u>	<u>-</u>	<u>-</u>
TOTAL	\$ 2,666,067	\$ 2,330,748	\$ 2,647,630	\$ 2,292,737	\$ 2,292,737

## PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
<b>Administration (000)</b>					
Assistant Public Services Director	1	1	1	1	1
Maintenance Supervisor	1	1	1	1	1
Parks & Recreation Maintenance Manager	0	0	1	1	1
<b>Street Maintenance (420)</b>					
Equipment Operator I/II	1	1	1	1	1
Crew Leader	0	0	2	2	2
Street Maintenance Supervisor	0	0	1	1	1
Street Maintenance Worker I/II	2	2	1	1	1
<b>Concrete Construction (421)</b>					
Crew Leader	1	1	0	0	0
Equipment Operator I/II	3	3	2	2	2
Street Maintenance Worker I/II	0	0	1	1	1
<b>Signs &amp; Marking (422)</b>					
Crew Leader	1	1	0	0	0
Equipment Operator I/II	1	1	1	1	1
<b>Street Misc. Activities (425)</b>					
Crew Leader	2	1	2	2	2
Equipment Operator I/II	0	1	1	1	1
<b>Powell Bill-Paving &amp; Resurfacing (426)</b>					
Maintenance Worker	1	1	1	1	1
<b>Powell Bill-Street Maintenance (427)</b>					
Maintenance Worker	1	1	1	1	1
<b>Powell Bill-Concrete Construction (429)</b>					
Equipment Operator	0	1	1	1	1
Street Maintenance Worker I/II	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total <sup>1</sup>	16	16	18	18	18

<sup>1</sup> Positions transferred from from Parks & Rec (621)

## CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
<b>Public Service-Street Admin (000)</b>			
Brine Mixing Station	\$ 25,000	\$ -	\$ -
Brine Applicator	23,000	-	-
Salt Bin	30,000	-	-
Annual Facility Parking Lot Resurfacing	32,500	-	-
Thermomark 300 and Premelter	16,701	-	-
<b>Public Service-Street Signs &amp; Markings (422)</b>			
Water Drainage Issue	6,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 133,201</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

To manage the collection and disposal of yard waste inside the city in compliance with federal and state regulations.

**PERFORMANCE GOALS**

1. Provide weekly limb and bagged yard debris collection citywide to coincide with the solid waste and recycling collection. Process and dispose of material within DENR regulations as cost efficient as possible.

**PERFORMANCE MEASURES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
Yard Debris Collected, Tons	1,743	1,210	1,500
Leaves Collected, Tons	2,541	2,100	2,500

**BUDGET REQUEST SUMMARY**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
Personnel	\$ 357,631	\$ 218,629	\$ 233,349	\$ 225,849	\$ 225,849
Operating	156,753	206,280	251,191	187,754	187,754
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 514,383</b>	<b>\$ 424,909</b>	<b>\$ 484,540</b>	<b>\$ 413,603</b>	<b>\$ 413,603</b>

**PERSONNEL DETAIL**

<b>Position Title</b>	<b>Authorized</b>	<b>Authorized</b>	<b>Requested</b>	<b>Mgr. Recommends</b>	<b>Adopted</b>
	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
Equipment Operator I/II <sup>1</sup>	2	2	1	1	1
Maintenance Worker <sup>1</sup>	<u>3</u>	<u>3</u>	<u>4</u>	<u>4</u>	<u>4</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

<sup>1</sup> Positions reclassified

**STATEMENT OF PURPOSE**

To operate, maintain and develop seven municipal cemeteries totaling 79.65 acres of publically controlled burial grounds.

**PERFORMANCE GOALS**

1. Observe conditions of all cemeteries and report anything that needs to be addressed to the Grounds Maintenance Supervisor so he can schedule maintenance. This could include trash pickup, pruning, filling in low graves and requests by plot owners. This ensures that the City maintains well-groomed cemetery properties.
2. Provide prompt and courteous service to funeral directors and bereaved families in regard to interments and related services.
3. Assist families with special requests regarding the care of burial plots.
4. Assist public walk-ins with location of graves.
5. Promote columbarium services and plan future expansions.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 80,411	\$ 76,424	\$ 79,968	\$ 78,595	\$ 78,595
Operating	19,012	24,338	32,982	20,858	20,858
Capital	<u>35,593</u>	<u>8,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL</b>	<b>\$ 135,016</b>	<b>\$ 108,762</b>	<b>\$ 112,950</b>	<b>\$ 99,453</b>	<b>\$ 99,453</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Cemetery Coordinator <sup>1</sup>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

<sup>1</sup> Position transferred from Parks & Recreation (621)

**STATEMENT OF PURPOSE**

To manage the collection and disposal of solid waste and recyclable material inside the city in compliance with federal and state regulations. Educate the public on sustainable practices to increase recycling and minimize material that is disposed of at the Rowan County Landfill.

**PERFORMANCE GOALS**

1. Protect the public health, safety, and welfare by collecting and disposing solid waste and recycling material efficiently and in compliance with federal and state regulations.
2. Improve citywide recycling efforts and promote sustainable practices.

**PERFORMANCE MEASURES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Projected</u></b>
<b><u>Solid Waste</u></b>			
Garbage Collected, Tons	9189	8,613	8,700
Recycling Collected, Tons	1581	1,734	1,600

**BUDGET REQUEST SUMMARY**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
Personnel	\$ 377,850	\$ 387,938	\$ 334,757	\$ 325,884	\$ 325,884
Operating	1,041,160	1,112,880	1,548,179	1,143,752	1,143,752
Capital	-	-	156,200	-	-
<b>TOTAL</b>	<b>\$ 1,419,010</b>	<b>\$ 1,500,818</b>	<b>\$ 2,039,136</b>	<b>\$ 1,469,636</b>	<b>\$ 1,469,636</b>

**PERSONNEL DETAIL**

<b>Position Title</b>	<b>Authorized</b>	<b>Authorized</b>	<b>Requested</b>	<b>Mgr. Recommends</b>	<b>Adopted</b>
	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
Solid Waste Supervisor	1	1	1	1	1
Crew Leader <sup>1</sup>	1	1	0	0	0
Equipment Operator I/II	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>

<sup>1</sup> Department reorganization

**CAPITAL OUTLAY**

	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
Roof Replacement	\$ 156,200	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 156,200</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

To provide a centralized resource for the management and development of City-owned landscapes and parking lots, parks, cemeteries, Salisbury/Rowan utilities, city maintained right of ways and tree canopy maintenance. Involvement in staffing city sponsored and Downtown Salisbury events and Parks and Recreation ball tournaments.

**PERFORMANCE GOALS**

1. Continue improvement to city park property involving the reconditioning of infrastructures and grounds.
2. Assist the Public Services Director and Assistant Public Services Director in the implementation of interdepartmental projects.
3. Continue effort to preform litter pick up and curb line cleanups throughout city.
4. Continue staff development in the areas of equipment training and operation, pesticide and horticultural workshops, Human Resource classes, work safety and technical expertise.
5. Provide improved maintenance of SRU, and right of way maintenance.
6. Further development of city owned landscapes involving removals and replacements.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 74,167	\$ 805,739	\$ 830,100	\$ 804,921	\$ 804,921
Operating	24,270	95,590	296,024	264,453	264,453
Capital	11,156	47,678	172,500	-	-
<b>TOTAL</b>	<b>\$ 109,594</b>	<b>\$ 949,007</b>	<b>\$ 1,298,624</b>	<b>\$ 1,069,374</b>	<b>\$ 1,069,374</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Maintenance Supervisor	0	1	1	1	1
Crew Leader	0	0	1	1	1
Equipment Operator	0	3	2	2	2
Maintnenace Worker	0	8	11	11	11
Part-Time/Temp Pool	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL <sup>1</sup></b>	<b>0</b>	<b>13</b>	<b>16</b>	<b>16</b>	<b>16</b>

<sup>1</sup> Positions transferred from Parks & Recreation FY18, Department reorganization FY19

**CAPITAL OUTLAY**

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Pave parking lot at Salisbury Community Park	\$ 150,000	\$ -	\$ -
Equipment storage building at Community Park	7,000	-	-
HVAC Replacement	15,500	-	-
<b>Total Capital Outlay</b>	<b>\$ 172,500</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

To provide a centralized resource for the management and repair of city vehicles and equipment. Assist in the new vehicle/equipment procurement process with specifications, pricing, pre-delivery inspections, and in-service of vehicle.

**PERFORMANCE GOALS**

1. Enhance technical abilities of division personnel through in-house training programs.
2. Increase service life and vehicle dependability by developing an in-depth preventive/scheduled maintenance program.
3. Enhance the technical equipment capability of the division in order to maintain current needs and provide for future needs of the City's fleet.
4. Develop specifications on vehicles and equipment that meet the needs of the City while lowering the operating cost over the life of the vehicle or equipment.

**PERFORMANCE MEASURES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
Vehicles Maintained	300	303	295
Other Equipment Maintained	283	287	271
Buses Maintained	9	11	11

**BUDGET REQUEST SUMMARY**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
Personnel	\$ 838,074	\$ 991,608	\$ 999,965	\$ 978,690	\$ 978,690
Operating	83,740	86,730	105,933	87,586	87,586
Capital	-	-	1,109,825	78,000	78,000
<b>TOTAL</b>	<b>\$ 921,815</b>	<b>\$ 1,078,338</b>	<b>\$ 2,215,723</b>	<b>\$ 1,144,276</b>	<b>\$ 1,144,276</b>

**PERSONNEL DETAIL**

<b>Position Title</b>	<b>Authorized</b>	<b>Authorized</b>	<b>Requested</b>	<b>Mgr. Recommends</b>	<b>Adopted</b>
	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
Fleet Services Manager	1	1	1	1	1
Fleet Services Supervisor	1	1	1	1	1
Parts Supervisor	1	1	1	1	1
Mechanic <sup>1</sup>	6	8	9	9	9
Auto Service Technician <sup>2</sup>	2	1	0	0	0
Telecommunications Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>

<sup>1</sup> Position added FY18

<sup>2</sup> Position reclassified to Mechanic

# CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Roof Replacement	\$ 78,000	\$ 78,000	\$ 78,000
Property for fuel site	250,000	-	-
Construction & equipment for fuel site	550,000	-	-
Millermatic 252 Mig Welder	5,725	-	-
Truck Tire Changer for the SCSC Shop	22,500	-	-
Two Post Lift with Turf Rail Attachment	8,000	-	-
Mobile Truck Lifts	45,000	-	-
Fleet Management Software	50,000	-	-
Fluid Dispensing System	37,000	-	-
On Car Brake Lathe	30,000	-	-
Replace Fulton St. Shop Air Compressors	33,600	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,109,825</b>	<b>\$ 78,000</b>	<b>\$ 78,000</b>





**STATEMENT OF PURPOSE**

To provide a centralized resource for the management and development of city-owned parks, landscapes, indoor recreation facilities, aquatic opportunities and special events along with diversified programs that meet the current and future needs of the community.

**PERFORMANCE GOALS**

1. Develop programs and facilities in support of City Council goals and objectives set forth each fiscal year.
2. Continue to monitor and evaluate the department programs, events, and parks for efficient and effective service delivery.
3. Provide staff support to the Greenway Committee, Hurley Park Advisory Board, Dog Paws Committee, and Salisbury Parks and Recreation Advisory Board.
4. Continue to improve on engaging the community through meetings, programs, etc.
5. Seek grant opportunities to offset costs on capital or programmatic projects.
6. Explore all opportunities at Salisbury Community Park and/or begin to determine how to maximize the facility and future usage.
7. Continually review staffing structure of the department and how to best utilize budgeted positions.
8. Review and revise current department Mission Statement to better reflect current structure.

**PERFORMANCE MEASURES**

	<b>FY 2017 Actual</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Projected</b>
<b>Workload</b>			
Acres of Park Space Owned	518	518	518
Acres of Park Space Maintained *	315	315	315
Yards of Greenway Maintained	7,392	8,448	8,448
Number of Athletic Fields and Athletic Surfaces Maintained **	30	31	31
<b>Effectiveness</b>			
Percent of City Devoted to Parks, Recreation and Greenway	4.2%	4.2%	4.2%

\* Half of the acreage is either wooded or remains in a natural state.

\*\* 4 Soccer & 8 Baseball / Softball

Tennis Courts - 6 hard 4 clay

Basketball Courts - (7) Full Courts and (5) 3 on 3

There are approximately 22 square miles in the city.

**BUDGET REQUEST SUMMARY**

	<b>Actual FY 16-17</b>	<b>Budgeted FY 17-18</b>	<b>Requested FY 18-19</b>	<b>Mgr Recommends FY 18-19</b>	<b>Adopted FY 18-19</b>
Personnel	\$ 1,050,061	\$ 861,774	\$ 929,817	\$ 910,963	\$ 910,963
Operating	702,478	464,808	618,240	419,779	419,779
Capital	<u>47,272</u>	<u>276,000</u>	<u>838,777</u>	<u>85,000</u>	<u>85,000</u>
<b>TOTAL</b>	<b>\$ 1,799,811</b>	<b>\$ 1,602,582</b>	<b>\$ 2,386,834</b>	<b>\$ 1,415,742</b>	<b>\$ 1,415,742</b>

# PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
<b>Administration (100)</b>					
Parks & Recreation Director	1	1	1	1	1
Parks & Recreation Maint Manager	1	1	1	1	1
Events Coordinator <sup>1</sup>	0	1	1	1	1
Recreation Programmer <sup>1</sup>	1	0	0	0	0
Recreation Specialist	1	1	1	1	1
<b>Civic Center (601)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>City Park Center (602)</b>					
Recreation Programmer	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Miller Center (603)</b>					
Recreation Specialist <sup>1</sup>	0	1	1	1	1
Recreation Programmer <sup>1</sup>	1	0	0	0	0
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Cemeteries (604) <sup>2</sup></b>					
Cemetery Coordinator	1	0	0	0	0
Maintenance Worker I/II	3	0	0	0	0
Seasonal Worker (TFT)	2	0	0	0	0
<b>Greenway / Gardens (605) <sup>2</sup></b>					
Maintenance Supervisor	1	0	0	0	0
Maintenance Worker I/II/ Sr.	2	0	0	0	0
<b>Hall Gym (606)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Lincoln Pool (607)</b>					
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Athletic Maintenance (608) <sup>2</sup></b>					
Maintenance Supervisor	1	2	0	0	0
Maintenance Worker I/II/Sr.	3	3	0	0	0
Seasonal Worker (TFT)	2	1	0	0	0
<b>Grounds Maintenance (609) <sup>2</sup></b>					
Parks Maintenance Supervisor	1	0	0	0	0
Maintenance Worker I/II/Sr.	2	0	0	0	0
Recreation Aide (TPT Pool)	1	0	0	0	0
Seasonal Worker (TFT)	1	0	0	0	0
<b>Contract Mowing (610) <sup>2</sup></b>					
Equipment Operator	1	0	0	0	0
Maintenance Worker	1	0	0	0	0

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
<b>Arborist Downtown (611) <sup>2</sup></b>					
Arborist/Landscape Coordinator	1	0	0	0	0
Maintenance Worker	2	0	0	0	0
Seasonal Worker (TFT)	1	0	0	0	0
<b>Hurley Park (612)</b>					
Park Curator	1	1	1	1	1
Assistant Park Curator	0	1	1	1	1
Senior Maintenance Worker	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>41</b>	<b>21</b>	<b>15</b>	<b>15</b>	<b>15</b>

<sup>1</sup> Position reclassified

<sup>2</sup> Positions transferred to 561/563/590

#### CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
<b>Administration (100)</b>			
Dog Park Fence	\$ 15,000	\$ 10,000	\$ 10,000
Cannon Park Play Structure	25,000	25,000	25,000
Resurface Tennis Courts	50,000	-	-
Outdoor Restrooms and Concession Stand-Sports Complex	140,625	-	-
Restroom Facility at Kelsey Scott Park	128,000	-	-
Facility Improvements	30,000	-	-
<b>Civic Center (601)</b>			
Stabilize, compact underlying soils, fill voids	60,000	-	-
Replace flooring on ground floor and basement level	21,642	-	-
Repair outside drainage	80,000	-	-
Landscaping and sidewalk after drainage repaired	70,000	-	-
HVAC Replacement Unit #2	30,000	30,000	30,000
HVAC Replacement Unit #1	32,000	-	-
<b>City Park (602)</b>			
Repair Eaves at City Park	18,000	-	-
HVAC Replacement	20,000	20,000	20,000
<b>Hall Gym (606)</b>			
Roof Replacement	43,000	-	-
<b>Fred Evans Pool (607)</b>			
Plaster Pool	75,510	-	-
<b>Total Capital Outlay</b>	<b>\$ 838,777</b>	<b>\$ 85,000</b>	<b>\$ 85,000</b>

**STATEMENT OF PURPOSE**

To provide funding for the City's share of the City Transit System.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	465,322	465,322	467,822	467,822	467,822
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 465,322</b>	<b>\$ 465,322</b>	<b>\$ 467,822</b>	<b>\$ 467,822</b>	<b>\$ 467,822</b>

**STATEMENT OF PURPOSE**

To provide funding for the Supplementary Education System.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	38,107	40,000	40,000	40,000	40,000
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 38,107</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>

**STATEMENT OF PURPOSE**

To provide for the payment of interest and principal on outstanding General Fund debt.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	2,004,700	668,665	646,211	943,711	943,711
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 2,004,700</b>	<b>\$ 668,665</b>	<b>\$ 646,211</b>	<b>\$ 943,711</b>	<b>\$ 943,711</b>

**CITY OF SALISBURY**

**GENERAL FUND CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2019  
With Estimated Actual for Year Ending June 30, 2018 and  
Actual for Year Ended June 30, 2017

	<b>2017 Actual</b>	<b>2018 Estimate</b>	<b>2019 Budget</b>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 18,310	\$ 32,940	\$ 15,000
Other	88,571	56,289	51,702
Total nonoperating revenues	<u>\$ 106,881</u>	<u>\$ 89,229</u>	<u>\$ 66,702</u>
OTHER FINANCING SOURCES:			
Operating transfer from General Fund	\$ 1,661,396	\$ 1,782,010	\$ 1,938,386
Proceeds from capital leases	-	1,962,188	-
Fund balance appropriated	-	-	874,240
Total other financing sources	<u>\$ 1,661,396</u>	<u>\$ 3,744,198</u>	<u>\$ 2,812,626</u>
Total revenues and other financing sources	<u><u>\$ 1,768,277</u></u>	<u><u>\$ 3,833,427</u></u>	<u><u>\$ 2,879,328</u></u>

**FUND - General Fund Capital Reserve****STATEMENT OF PURPOSE**

The General Fund Capital Reserve funds replacement cost of General Fund vehicles and computers and accrues reserves for future purchases.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17 -18	Requested FY 18 -19	Mgr Recommends FY 18 -19	Adopted FY 18 -19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	250,225	438,680	956,754	919,860	919,860
Capital	<u>1,415,985</u>	<u>3,619,516</u>	<u>3,922,321</u>	<u>1,959,468</u>	<u>1,959,468</u>
<b>TOTAL</b>	<b>\$ 1,666,210</b>	<b>\$ 4,058,196</b>	<b>\$ 4,879,075</b>	<b>\$ 2,879,328</b>	<b>\$ 2,879,328</b>

**CAPITAL OUTLAY**

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
<b>City Council</b>			
Computer Equipment Replacement	\$ <u>7,801</u>	\$ <u>7,801</u>	\$ <u>7,801</u>
	<b>\$ 7,801</b>	<b>\$ 7,801</b>	<b>\$ 7,801</b>
<b>Management &amp; Administration</b>			
Computer Equipment Replacement	\$ <u>3,200</u>	\$ <u>3,200</u>	\$ <u>3,200</u>
<b>Total Capital Outlay</b>	<b>\$ 3,200</b>	<b>\$ 3,200</b>	<b>\$ 3,200</b>
<b>Communications</b>			
Computer Equipment Replacement	\$ <u>6,851</u>	\$ <u>6,851</u>	\$ <u>6,851</u>
<b>Total Capital Outlay</b>	<b>\$ 6,851</b>	<b>\$ 6,851</b>	<b>\$ 6,851</b>
<b>Human Resources</b>			
Computer Equipment Replacement	\$ <u>6,200</u>	\$ <u>6,200</u>	\$ <u>6,200</u>
<b>Total Capital Outlay</b>	<b>\$ 6,200</b>	<b>\$ 6,200</b>	<b>\$ 6,200</b>
<b>Information Technologies</b>			
Computer Equipment Replacement	\$ 23,882	\$ 23,882	\$ 23,882
Replace SSL VPN	5,000	-	-
Replace Cable Tester	6,000	-	-
ADD 12TB Storage for PD	62,000	62,000	62,000
Replace IT10002 w/ like Transit Connect	<u>26,792</u>	<u>-</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 123,674</b>	<b>\$ 85,882</b>	<b>\$ 85,882</b>
<b>Financial Services - Administration</b>			
Computer Equipment Replacement	\$ <u>15,400</u>	\$ <u>15,400</u>	\$ <u>15,400</u>
<b>Total Capital Outlay</b>	<b>\$ 15,400</b>	<b>\$ 15,400</b>	<b>\$ 15,400</b>
<b>Financial Services - Business Office</b>			
Computer Equipment Replacement	\$ <u>8,400</u>	\$ <u>8,400</u>	\$ <u>8,400</u>
<b>Total Capital Outlay</b>	<b>\$ 8,400</b>	<b>\$ 8,400</b>	<b>\$ 8,400</b>

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
<b>Traffic Operations</b>			
Computer Equipment Replacement	\$ 1,400	\$ 1,400	\$ 1,400
<b>Total Capital Outlay</b>	<b>\$ 1,400</b>	<b>\$ 1,400</b>	<b>\$ 1,400</b>
<b>Community Planning Services - Planning</b>			
Computer Equipment Replacement	\$ 4,300	\$ 4,300	\$ 4,300
<b>Total Capital Outlay</b>	<b>\$ 4,300</b>	<b>\$ 4,300</b>	<b>\$ 4,300</b>
<b>Community Planning Services - Code Services</b>			
Computer Equipment Replacement	\$ 3,200	\$ 3,200	\$ 3,200
<b>Total Capital Outlay</b>	<b>\$ 3,200</b>	<b>\$ 3,200</b>	<b>\$ 3,200</b>
<b>Community Planning Services - Development Services</b>			
Computer Equipment Replacement	\$ 1,400	\$ 1,400	\$ 1,400
<b>Total Capital Outlay</b>	<b>\$ 1,400</b>	<b>\$ 1,400</b>	<b>\$ 1,400</b>
<b>Police - Operations</b>			
Computer Equipment Replacement	\$ 47,000	\$ 47,000	\$ 47,000
Replace PD00601 w/ like 4 Door Sedan Unmarked	36,296	36,296	36,296
Replace PD00708 w/ like 4 Door Sedan Unmarked	36,296	36,296	36,296
Replace PD00804 w/ like 4 Door Sedan	38,746	38,746	38,746
Replace PD00809 w/ like 4 Door Sedan	38,746	38,746	38,746
Replace PD00810 w/ like 4 Door Sedan	38,746	38,746	38,746
Replace PD00811 w/ like 4 Door Sedan	38,746	38,746	38,746
Replace PD00812 w/ like 4 Door Sedan	38,746	38,746	38,746
Replace PD00813 w/ like 4 Door Sedan	38,746	38,746	38,746
Replace PD00904 w/ like 4 Door Sedan	38,746	38,746	38,746
Replace PD01001 w/ like 4 Door Sedan	38,746	38,746	38,746
<b>Total Capital Outlay</b>	<b>\$ 429,560</b>	<b>\$ 429,560</b>	<b>\$ 429,560</b>
<b>Fire</b>			
Computer Equipment Replacement	\$ 12,800	\$ 12,800	\$ 12,800
ADD F150 Crew Cab 4x4	63,140	-	-
ADD F150 Crew Cab 4x4	63,140	63,140	63,140
Replace FD59801 w/ like 75' Quint	850,000	850,000	850,000
Replace FD60401 w/ like Rescue Gator	20,000	-	-
ADD 15 Pass Van	61,806	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,070,886</b>	<b>\$ 925,940</b>	<b>\$ 925,940</b>
<b>Telecommunications</b>			
Computer Equipment Replacement	\$ 9,300	\$ 9,300	\$ 9,300
<b>Total Capital Outlay</b>	<b>\$ 9,300</b>	<b>\$ 9,300</b>	<b>\$ 9,300</b>
<b>Engineering</b>			
Computer Equipment Replacement	\$ 2,800	\$ 2,800	\$ 2,800
Replace ED10503 w/ F-150 Ext Cab 4x4	36,321	-	-
<b>Total Capital Outlay</b>	<b>\$ 39,121</b>	<b>\$ 2,800</b>	<b>\$ 2,800</b>

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
<b>Public Services - Administration</b>			
Computer Equipment Replacement	\$ 1,400	\$ 1,400	\$ 1,400
<b>Total Capital Outlay</b>	<b>\$ 1,400</b>	<b>\$ 1,400</b>	<b>\$ 1,400</b>
<b>Public Services - Building Maintenance</b>			
Computer Equipment Replacement	\$ 1,400	\$ 1,400	\$ 1,400
Replace BM19707 w/ F250 w/ Utility Bed	49,846	-	-
ADD Transit Connect	25,600	-	-
ADD Aerial Lift	20,000	-	-
ADD Trailer for Aerial Lift	14,220	-	-
<b>Total Capital Outlay</b>	<b>\$ 111,066</b>	<b>\$ 1,400</b>	<b>\$ 1,400</b>
<b>Public Services - Street</b>			
ADD Plotter	\$ 9,000	\$ -	-
Replace ST29505 & SW39803 w/ Auto Leaf Vac	287,006	-	-
Replace ST29902 w/ like Asphalt Patching Truck	187,006	-	-
Replace ST20502 w/ Low Entry Rear Loader Limb	277,006	277,006	277,006
Replace ST20703 w/ Low Entry Rear Loader Limb	277,006	-	-
Replace ST20203 & ST28401 w/ like Road Tractor	147,006	-	-
Replace ST29802 w/ like Contractor Dump	112,006	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,296,036</b>	<b>\$ 277,006</b>	<b>\$ 277,006</b>
<b>Public Services - Solid Waste Mgmt</b>			
Replace WM19703 w/ like F-250 w/ Liftgate	\$ 37,466	\$ 37,466	\$ 37,466
<b>Total Capital Outlay</b>	<b>\$ 37,466</b>	<b>\$ 37,466</b>	<b>\$ 37,466</b>
<b>Public Services - Grounds Maintenance</b>			
Replace CP69401/CP69402/CP60601 w/ Mower	\$ 55,000	\$ -	\$ -
Replace CP61101 w/ Mower & Blower	31,000	-	-
Replace GM60001 w/ Atmax Boom Mower	170,000	-	-
Replace GM69103 & GM69904 w/ Tractor	87,000	-	-
Replace GM19001 & GM10201 w/ F-350	49,846	-	-
Replace GM38804 w/ 5 Ton 16' Tilt Trailer	8,246	-	-
Replace GM60012 w/ like 4300 Utility Tractor	32,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 433,092</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Public Services - Fleet</b>			
Computer Equipment Replacement	\$ 1,800	\$ 1,800	\$ 1,800
Replace FM20001 w/ like Smaller Tanker	182,006	-	-
<b>Total Capital Outlay</b>	<b>\$ 183,806</b>	<b>\$ 1,800</b>	<b>\$ 1,800</b>
<b>Parks &amp; Recreation</b>			
Replace PR88502 w/ 14 Pass Bus	\$ 66,956	\$ 66,956	\$ 66,956
Replace PR10516 & PR19906 w/ 14 Pass Bus	61,806	61,806	61,806
<b>Total Capital Outlay</b>	<b>\$ 128,762</b>	<b>\$ 128,762</b>	<b>\$ 128,762</b>
<b>Debt Service</b>			
Principal and Interest	\$ 537,918	\$ 501,024	\$ 501,024
<b>Total Operating</b>	<b>\$ 537,918</b>	<b>\$ 501,024</b>	<b>\$ 501,024</b>



**CITY OF SALISBURY, NORTH CAROLINA**

**WATER AND SEWER FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2019  
With Estimated Actual for the Year Ending June 30, 2018 and  
Actual for the Year Ended June 30, 2017

	<b><u>2017</u></b> <b><u>Actual</u></b>	<b><u>2018</u></b> <b><u>Estimate</u></b>	<b><u>2019</u></b> <b><u>Budget</u></b>
OPERATING REVENUES:			
Charges for services	\$ 24,473,452	\$ 24,077,182	\$ 22,579,905
Water and sewer taps	370,244	601,265	375,000
Other Operating Revenues	<u>1,090,581</u>	<u>1,014,345</u>	<u>884,000</u>
Total operating revenues	<u>\$ 25,934,277</u>	<u>\$ 25,692,792</u>	<u>\$ 23,838,905</u>
NONOPERATING REVENUES:			
Interest earned on investments	<u>\$ 78,383</u>	<u>\$ 131,462</u>	<u>\$ 75,000</u>
Total nonoperating revenues	<u>\$ 78,383</u>	<u>\$ 131,462</u>	<u>\$ 75,000</u>
OTHER FINANCING SOURCES:			
Fund balance appropriated	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>
Total other financing sources	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,000,000</u>
Total revenues	<u><u>\$ 26,012,660</u></u>	<u><u>\$ 25,824,254</u></u>	<u><u>\$ 24,913,905</u></u>



**CITY OF SALISBURY**  
**FY 2018-2019 BUDGET SUMMARY**  
**WATER AND SEWER FUND**

	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 16-17</b>		<b>FY 17-18</b>		<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
<b>REVENUE</b>	\$	26,012,660	\$	25,395,725	\$	23,991,701	\$ 24,913,905 \$ 24,913,905
	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
<b>EXPENSES</b>	<b>FY 16-17</b>		<b>FY 17-18</b>		<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
<b>UTILITIES MGT &amp; ADMINISTRATION</b>							
Personnel	\$	937,751	\$	939,075	\$	982,863	\$ 968,053 \$ 968,053
Operations		9,658,173		5,192,689		4,671,331	4,446,166 4,446,166
Capital		792		-		-	- -
<b>TOTAL</b>	<b>\$</b>	<b>10,596,716</b>	<b>\$</b>	<b>6,131,764</b>	<b>\$</b>	<b>5,654,194</b>	<b>\$ 5,414,219 \$ 5,414,219</b>
<b>PLANT OPERATIONS - WATER TREATMENT</b>							
Personnel	\$	663,237	\$	691,151	\$	726,427	\$ 711,413 \$ 711,413
Operations		1,511,671		1,845,303		2,613,270	1,678,586 1,678,586
Capital		75,478		461,524		1,401,616	1,401,616 1,401,616
<b>TOTAL</b>	<b>\$</b>	<b>2,250,386</b>	<b>\$</b>	<b>2,997,978</b>	<b>\$</b>	<b>4,741,313</b>	<b>\$ 3,791,615 \$ 3,791,615</b>
<b>SYSTEMS MAINTENANCE</b>							
Personnel	\$	1,456,395	\$	1,638,534	\$	1,937,929	\$ 1,890,654 \$ 1,890,654
Operations		4,537,897		3,725,583		5,107,533	2,329,749 2,329,749
Capital		60,578		587,816		500,000	500,000 500,000
<b>TOTAL</b>	<b>\$</b>	<b>6,054,870</b>	<b>\$</b>	<b>5,951,933</b>	<b>\$</b>	<b>7,545,462</b>	<b>\$ 4,720,403 \$ 4,720,403</b>
<b>ENVIRONMENTAL SERVICES</b>							
Personnel	\$	499,217	\$	544,231	\$	572,521	\$ 562,545 \$ 562,545
Operations		63,872		88,275		102,646	102,451 102,451
Capital		-		-		-	- -
<b>TOTAL</b>	<b>\$</b>	<b>563,089</b>	<b>\$</b>	<b>632,506</b>	<b>\$</b>	<b>675,167</b>	<b>\$ 664,996 \$ 664,996</b>
<b>PLANT OPERATIONS - WASTEWATER TREATMENT</b>							
Personnel	\$	1,659,873	\$	1,750,617	\$	1,806,748	\$ 1,768,995 \$ 1,768,995
Operations		2,566,580		2,978,208		5,926,671	3,815,436 3,815,436
Capital		10,735		-		-	- -
<b>TOTAL</b>	<b>\$</b>	<b>4,237,188</b>	<b>\$</b>	<b>4,728,825</b>	<b>\$</b>	<b>7,733,419</b>	<b>\$ 5,584,431 \$ 5,584,431</b>
<b>METER SERVICES</b>							
Personnel	\$	577,015	\$	590,410	\$	526,541	\$ 512,591 \$ 512,591
Operations		112,327		229,345		277,275	275,060 275,060
Capital		-		-		-	- -
<b>TOTAL</b>	<b>\$</b>	<b>689,342</b>	<b>\$</b>	<b>819,755</b>	<b>\$</b>	<b>803,816</b>	<b>\$ 787,651 \$ 787,651</b>

	Actual FY 16-17		Budgeted FY 17-18		Requested FY 18-19		Mgr Recommends FY 18-19		Adopted FY 18-19	
DEBT SERVICE										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		1,293,945		4,132,964		3,950,590		3,950,590		3,950,590
Capital		-		-		-		-		-
TOTAL	\$	1,293,945	\$	4,132,964	\$	3,950,590	\$	3,950,590	\$	3,950,590
CAPITAL PROJECTS										
Personnel	\$	-	\$	-	\$	-	\$	-	\$	-
Operations		-		-		-		-		-
Capital		-		-		-		-		-
TOTAL	\$	-	\$	-	\$	-	\$	-	\$	-
GRAND TOTAL										
Personnel	\$	5,793,488	\$	6,154,018	\$	6,553,029	\$	6,414,251	\$	6,414,251
Operations		19,744,465		18,192,367		22,649,316		16,598,038		16,598,038
Capital		147,583		1,049,340		1,901,616		1,901,616		1,901,616
TOTALS	\$	25,685,536	\$	25,395,725	\$	31,103,961	\$	24,913,905	\$	24,913,905

**STATEMENT OF PURPOSE**

To serve as the central management and administration source and engineering support for activities, operations, and projects related to Salisbury-Rowan Utilities (SRU).

**DIVISIONAL PERFORMANCE GOALS**

1. Continue efforts toward rate stabilization and overall fiscal stability.
2. Implement procedures to enable an annual water audit.
3. Provide timely stakeholder communications and public education.
4. Protect and defend Salisbury and Rowan County's water rights and supply.
5. Continue to participate in High Rock Lake Nutrient Management Strategy process.
6. Assist in cooperative effort with the County to extend water and sewer to growth corridors.
7. Pursue appropriate expansion of SRU system.
8. Complete an update of the Vulnerability Assessment.
9. Manage and fund a sustainable capital improvement program (CIP).

**PERFORMANCE MEASURES**

	<b>FY 2017 Actual</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Projected</b>
<b>Administrative Workload</b>			
FTEs	87	87	89
Total Estimated Population Receiving Water Service (countywide)	51250	51350	51450
Total Estimated Population Receiving Sewer Service (countywide)	53250	53350	53450
Land Area Spanned for Water Service (square miles)	47	47	48
Land Area Spanned for Sewer Service (square miles)	46	46	46
Number of Water Connections	19466	19500	19550
Number of Sewer Connections	17825	17841	17860
Residential Water Rate (per 1 CCF) *	\$3.69	\$3.80	\$3.89
Residential Sewer Rate (per 1 CCF) *	\$4.99	\$5.13	\$5.25
<b>Administrative Efficiency</b>			
Employee Turnover Rate	5.7%	9.3%	8.0%
FTEs Per Square Mile Served	1.84	1.84	1.87
Average Residential Utility Bill as % of Median Household Income	1.83%	1.84%	1.85%
<b>Administrative Effectiveness</b>			
Average Years of Experience	12	12	12
Service Density (Population Served per Square Mile) - Water	1084	1083	1083
Service Density (Population Served per Square Mile) - Sewer	1170	1170	1170
Average Residential Rate Increase (% over prior year)	2.5%	2.6%	2.2%

\* 1 CCF = 100 cubic feet

### BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 937,751	\$ 939,075	\$ 982,863	\$ 968,053	\$ 968,053
Operating	9,658,173	5,192,689	4,671,331	4,446,166	4,446,166
Capital	792	-	-	-	-
<b>TOTAL</b>	<b>\$ 10,596,716</b>	<b>\$ 6,131,764</b>	<b>\$ 5,654,194</b>	<b>\$ 5,414,219</b>	<b>\$ 5,414,219</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Utilities Director	1	1	1	1	1
Administrative Services Manager	1	1	1	1	1
Environmental Education Specialist	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Maintenance Technician	1	1	1	1	1
Utilities Engineering Manager	1	1	1	1	1
Engineering Technician I/II/III	1	1	1	1	1
Utilities Construction Inspector	1	1	1	1	1
Senior Engineer	1	1	1	1	1
Systems Analyst	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>



**STATEMENT OF PURPOSE**

To provide the customers of Salisbury-Rowan Utilities with a sufficient supply of high quality potable water that meets all regulation standards for purity, taste, appearance, and flow adequacy at a reasonable cost to the consumer.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to exceed State and Federal drinking water standards.
2. Implement procedures to enable an annual water audit.
3. Provide opportunities for staff training and development.

**PERFORMANCE MEASURES**

	<b>FY 2017 Actual</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Projected</b>
<b>Water Treatment Workload</b>			
Number of Water Treatment FTEs (includes lab)	9	9	9
Millions of Gallons Potable Water Produced	3,522	3,421	3,500
Number of Water Quality Complaints	58	56	60
Number of Water Analyses Performed	95,150	96,000	96,000
<b>Water Treatment Efficiency</b>			
Cost Per Million Gallons of Potable Water Produced	\$542	\$572	\$575
<b>Water Treatment Effectiveness</b>			
Average Water Plant Operational Capacity	38.6%	37.5%	38.4%
Average Daily Potable Water Turbidity (NTU)	0.05	0.05	0.05

**BUDGET REQUEST SUMMARY**

	<b>Actual FY 16-17</b>	<b>Budgeted FY 17-18</b>	<b>Requested FY 18-19</b>	<b>Mgr Recommends FY 18-19</b>	<b>Adopted FY 18-19</b>
Personnel	\$ 663,237	\$ 691,151	\$ 726,427	\$ 711,413	\$ 711,413
Operating	1,511,671	1,845,303	2,613,270	1,678,586	1,678,586
Capital	75,478	461,524	1,401,616	1,401,616	1,401,616
<b>TOTAL</b>	<b>\$ 2,250,386</b>	<b>\$ 2,997,978</b>	<b>\$ 4,741,313</b>	<b>\$ 3,791,615</b>	<b>\$ 3,791,615</b>

**PERSONNEL DETAIL**

<b>Position Title</b>	<b>Authorized FY 16-17</b>	<b>Authorized FY 17-18</b>	<b>Requested FY 18-19</b>	<b>Mgr. Recommends FY 18-19</b>	<b>Adopted FY 18-19</b>
<b>Water Treatment Plant (811)</b>					
Plant Operations Manager	1	1	1	1	1
Water Treatment Plant Operator I/II/Sr.	6	6	6	6	6
Maintenance Technician <sup>1</sup>	0	1	1	1	1
Chemist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

<sup>1</sup> New position reclassified from Meter Reader (819)

**CAPITAL OUTLAY**

	<b>Requested FY 18-19</b>	<b>Mgr Recommends FY 18-19</b>	<b>Adopted FY 18-19</b>
Sedimentation Basin bypass	\$ 1,401,616	\$ 1,401,616	\$ 1,401,616
<b>Total Capital Outlay</b>	<b>\$ 1,401,616</b>	<b>\$ 1,401,616</b>	<b>\$ 1,401,616</b>

**STATEMENT OF PURPOSE**

To provide Salisbury-Rowan Utilities with an effective, efficient system for the distribution of potable water and the collection of wastewater through an equally effective, efficient sewer system.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to increase inflow and infiltration reduction efforts by repairing and/or replacing identified wastewater lines.
2. Continue to implement preventative maintenance program and recommend rehab projects to be included in the CIP.
3. Implement a comprehensive work-order system to include inventory, maintenance record keeping and system improvements with full integration with the current GIS framework.
4. Provide opportunities for staff training and development.
5. Update and/or replace fire hydrants, valves, and meter installations that are unserviceable.
6. Provide a quick turnaround on installation of new water and sewer taps.

**PERFORMANCE MEASURES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Distribution &amp; Collection Workload</b>			
Inch Miles of Distribution Line Maintained	3,945	3,985	4,025
Inch Miles of Collection Line Maintained	4,405	4,450	4,500
Number of Pump Stations Maintained	8	8	8
Number of Lift Stations Maintained	34	34	34
Total Water, Sewer & Irrigation Taps Installed by SRU	119	125	140
Distribution Line Failures	143	150	150
Collection Line Failures	2	5	10
Reported Complaints	530	600	650
<b>Distribution &amp; Collection Efficiency</b>			
Cost Per Inch Mile of Distribution Line Maintained	\$421	\$517	\$500
Cost Per Inch Mile of Collection Line Maintained	\$275	\$380	\$325
<b>Distribution &amp; Collection Effectiveness</b>			
Failures Per Inch Mile of Distribution Line Maintained	0.036	0.038	0.037
Incidents Per Inch Mile of Collection Line Maintained	0.000	0.001	0.002

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 1,456,395	\$ 1,638,534	\$ 1,937,929	\$ 1,890,654	\$ 1,890,654
Operating	4,537,897	3,725,583	5,107,533	2,329,749	2,329,749
Capital	60,578	587,816	500,000	500,000	500,000
<b>TOTAL</b>	<b>\$ 6,054,870</b>	<b>\$ 5,951,933</b>	<b>\$ 7,545,462</b>	<b>\$ 4,720,403</b>	<b>\$ 4,720,403</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
<b>Administration (100)</b>					
Utilities Systems Manager	1	1	1	1	1
Assistant Systems Manager	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
<b>Distribution Maint. &amp; Const. (850)</b>					
Assistant Systems Manager	1	1	1	1	1
Maintenance Supervisor	2	2	2	2	2
Maintenance Worker	5	5	5	5	5
Utilities Locator	1	1	1	1	1
<b>Preventive Maintenance (854)</b>					
Maintenance Supervisor	3	1	1	1	1
Preventive Maintenance Manager	0	1	1	1	1
Maintenance Worker	6	7	7	7	7
<b>Asphalt Maintenance (858)</b>					
NEW Crew Leader	0	0	1	1	1
NEW Equipment Operator	0	0	2	2	2
NEW Maintenance Worker	0	0	1	1	1
<b>Hydrant &amp; Valve Maintenance (859)</b>					
Construction Foreman	1	1	1	1	1
Maintenance Worker	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
TOTAL	26	26	30	30	30

### CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Sewer line extension Client Communities	\$ 100,000	\$ 100,000	\$ 100,000
Sewer line extension Salisbury/Rowan Co	150,000	150,000	150,000
Waterline extension Client Communities	100,000	100,000	100,000
Waterline extension Salisbury/Rowan County	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
<b>Total Capital Outlay</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>



**STATEMENT OF PURPOSE**

To operate the Salisbury-Rowan Utilities wastewater laboratory, effectively implement the City's industrial pretreatment and Fats, Oils, and Grease (FOG) programs, manage the general stormwater permits for the wastewater treatment plants, and provide technical support to the utility ensuring regulatory compliance.

**DIVISIONAL PERFORMANCE GOALS**

1. Provide opportunities for staff training and development.
2. Continue implementation of the Pretreatment and Fats, Oils and Grease (FOG) programs.
3. Increase FOG public education efforts through brochures, newsletter, tours and presentations.

**PERFORMANCE MEASURES**

	<b>FY 2017 Actual</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Projected</b>
<b>Environmental Services Workload</b>			
Lab - Number of tests that wastewater lab is certified to perform	29	29	29
Lab - Number of Wastewater Analyses Performed-Estimate	8,900	8,900	9,000
Pretreatment - Number of Permitted Industries (SIUs and Locals)	10	10	10
PT - Number of Inspections completed	10	10	10
PT - Surcharge	\$195,105	\$175,000	\$175,000
PT - Number of NOV's issued	11	10	10
PT - Amount of Penalties issued	\$0	\$500	\$500
FOG - Number of regulated Food Service Establishments (FSEs)	304	300	300
FOG - Number of Inspections completed (includes re-inspections)	404	375	375
FOG - Number of NOV's issued	3	5	5
FOG - Amount of penalties issued	\$0	\$250	\$250

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 499,217	\$ 544,231	\$ 572,521	\$ 562,545	\$ 562,545
Operating	63,872	88,275	102,646	102,451	102,451
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 563,089</b>	<b>\$ 632,506</b>	<b>\$ 675,167</b>	<b>\$ 664,996</b>	<b>\$ 664,996</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Environmental Services Manager	1	1	1	1	1
Laboratory Supervisor	1	1	1	1	1
Laboratory Analyst	1	1	1	1	1
Chemist	1	1	1	1	1
Fog Program Coordinator	1	1	1	1	1
Regulatory Compliance Technician	1	1	1	1	1
Pretreatment Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

**STATEMENT OF PURPOSE**

To provide Salisbury-Rowan Utilities with a system capable of treating domestic and industrial wastewater generated by its customers using methods that satisfy all regulatory standards and requirements.

**DIVISIONAL PERFORMANCE GOALS**

1. Provide opportunities for staff training and development.
2. Plan and prepare for next phase of wastewater treatment plant improvements.
3. Continue to implement lift station improvement plan and elimination where feasible.

**PERFORMANCE MEASURES**

	<b>FY 2017 Actual</b>	<b>FY 2018 Estimate</b>	<b>FY 2019 Projected</b>
<b>Wastewater Treatment Workload</b>			
Number of Wastewater Treatment FTEs (inc. lab & maintenance)	32	32	32
Millions of Gallons Wastewater Treated	3022	2752	3100
Tons of Dry Bio-Solids Land-Applied or Landfilled	919	1183	1200
<b>Wastewater Treatment Efficiency</b>			
Cost Per Million Gallons of Wastewater Treated	\$951	\$1,060	\$1,000
Cost Per Ton of Dry Bio-Solids Produced and Land-Applied	\$818	\$720	\$605
<b>Wastewater Treatment Effectiveness</b>			
Average Wastewater Plant Operational Capacity	66%	60%	68%
Average Daily Wastewater Effluent Turbidity (Total Suspended Solids)	16.5	16.0	16.0
Gallons of Wastewater Returned Per Potable Gallons Produced	0.86	0.80	0.89

**BUDGET REQUEST SUMMARY**

	<b>Actual FY 16-17</b>	<b>Budgeted FY 17-18</b>	<b>Requested FY 18-19</b>	<b>Mgr Recommends FY 18-19</b>	<b>Adopted FY 18-19</b>
Personnel	\$ 1,659,873	\$ 1,750,617	\$ 1,806,748	\$ 1,768,995	\$ 1,768,995
Operating	2,566,580	2,978,208	5,926,671	3,815,436	3,815,436
Capital	10,735	-	-	-	-
<b>TOTAL</b>	<b>\$ 4,237,188</b>	<b>\$ 4,728,825</b>	<b>\$ 7,733,419</b>	<b>\$ 5,584,431</b>	<b>\$ 5,584,431</b>



## PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
<b>Administration (100)</b>					
Plant Operations Manager	1	1	1	1	1
Wastewater Operations Supervisor	0	0	1	1	1
<b>Town Creek WWTP (901)</b>					
Maintenance Technician	2	2	0	0	0
Lead Wastewater Treatment Plant Operator	0	0	1	1	1
Senior Wastewater Plant Operator	1	2	1	1	1
Wastewater Plant Operator	5	5	4	4	4
<b>Grant Creek WWTP (902)</b>					
Maintenance Technician	2	2	0	0	0
Plant Maint Supervisor Sr	1	1	0	0	0
Lead Wastewater Treatment Plant Operator	0	0	1	1	1
Senior Wastewater Plant Operator	1	0	1	1	1
Wastewater Plant Operator	4	4	3	3	3
<b>Residuals Management (903)</b>					
Residuals Operator/Sr.	3	3	2	2	2
<b>SCADA (905)</b>					
SCADA Technician	1	1	1	1	1
<b>Lift Station (906)</b>					
Maintenance Technician	3	3	8	8	8
Utilities Systems Supervisor	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL <sup>1</sup></b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>

<sup>1</sup> Department Reorganization



**STATEMENT OF PURPOSE**

To efficiently and effectively maintain and read utility meters with a high degree of customer service.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to maintain and improve the comprehensive backflow prevention program.
2. Assist customers with high bill complaints by identifying the causes and finding resolutions.
3. Implement procedures to enable an annual water audit.
4. Work closely and cooperatively with Finance and Customer Service staff in order to provide outstanding customer service.
5. Work with other City Departments in identifying and implementing a municipal work order system with real-time data and asset management capability.
6. Provide opportunities for staff training and development.

**PERFORMANCE MEASURES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Meter Readings Per Fiscal Year	259,776	260,000	262,000
<b>Efficiency</b>			
Cost Per 100 Meter Readings	\$288	\$315	\$306
<b>Effectiveness</b>			
Percent of Meters Misread	0.010%	0.005%	0.001%

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 577,015	\$ 590,410	\$ 526,541	\$ 512,591	\$ 512,591
Operating	112,327	229,345	277,275	275,060	275,060
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 689,342</b>	<b>\$ 819,755</b>	<b>\$ 803,816</b>	<b>\$ 787,651</b>	<b>\$ 787,651</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Sr. Meter Mechanic	1	1	1	1	1
Office Assistant	0	1	0	0	0
Backflow Coordinator	0	1	0	0	0
Meter Services Supervisor	1	1	1	1	1
Senior Meter Reader	1	1	0	0	0
Meter Reader/Technician	<u>8</u>	<u>5</u>	<u>6</u>	<u>6</u>	<u>6</u>
<b>TOTAL <sup>1</sup></b>	<b>11</b>	<b>10</b>	<b>8</b>	<b>8</b>	<b>8</b>

<sup>1</sup> Two positions eliminated FY18-19 due to AMI/AMR Project completion

**STATEMENT OF PURPOSE**

To provide for principal and interest payments on outstanding Water and Sewer Fund debt.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,293,945	4,132,964	3,950,590	3,950,590	3,950,590
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,293,945</b>	<b>\$ 4,132,964</b>	<b>\$ 3,950,590</b>	<b>\$ 3,950,590</b>	<b>\$ 3,950,590</b>





**CITY OF SALISBURY, NORTH CAROLINA**  
**WATER AND SEWER CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2019  
With Estimated Actual for the Year Ending June 30, 2018 and  
Actual for the Year Ended June 30, 2017

	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Estimate</u>	<u>2019</u> <u>Budget</u>
REVENUES:			
Non Operating Revenues:			
Interest earned on investments	\$ 10,217	\$ 20,053	\$ 8,000
Total miscellaneous	\$ 10,217	\$ 20,053	\$ 8,000
OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	\$ 504,100	\$ 479,807	\$ 480,083
Fund balance appropriated	-	-	80,360
Total other financing sources	\$ 504,100	\$ 479,807	\$ 560,443
Total revenues and other financing sources	<u>\$ 514,317</u>	<u>\$ 499,860</u>	<u>\$ 568,443</u>

**FUND - Water and Sewer Capital Reserve****STATEMENT OF PURPOSE**

The Water and Sewer Capital Reserve funds replacement cost of Water and Sewer Utility vehicles and computers and accrues reserves for future purchases.

**BUDGET REQUEST SUMMARY**

	Actual FY16-17	Budgeted FY17-18	Requested FY18-19	Mgr Recommends FY18-19	Adopted FY18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	219,529	-	-	-
Capital	344,745	266,278	568,443	568,443	568,443
<b>TOTAL</b>	<b>\$ 344,745</b>	<b>\$ 485,807</b>	<b>\$ 568,443</b>	<b>\$ 568,443</b>	<b>\$ 568,443</b>

**CAPITAL OUTLAY**

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
<b>Administration</b>			
Computer Equipment Replacement	\$ 15,600	\$ 15,600	\$ 15,600
Replace UA10003 w/ F-150 Crew Cab 4x4	43,932	43,932	43,932
<b>Total Capital Outlay</b>	<b>\$ 59,532</b>	<b>\$ 59,532</b>	<b>\$ 59,532</b>
<b>Plant Operations - Water Treatment</b>			
Computer Equipment Replacement	\$ 14,800	\$ 14,800	\$ 14,800
Replace PO10805 w/ Explorer	29,927	\$ 29,927	\$ 29,927
<b>Total Capital Outlay</b>	<b>\$ 44,727</b>	<b>\$ 44,727</b>	<b>\$ 44,727</b>
<b>Systems Maintenance</b>			
Computer Equipment Replacement	\$ 12,600	\$ 12,600	\$ 12,600
Add Computer for Crew Leader	1,300	1,300	1,300
Replace MS10704 w/ Escape	21,459	21,459	21,459
Replace MS10705 w/ Escape	21,459	21,459	21,459
Add Backhoe	122,000	122,000	122,000
Add Crew Truck	85,000	85,000	85,000
Add Roller	55,000	55,000	55,000
Add Roller Trailer	10,000	10,000	10,000
<b>Total Capital Outlay</b>	<b>\$ 328,818</b>	<b>\$ 328,818</b>	<b>\$ 328,818</b>
<b>Environmental Services</b>			
Computer Equipment Replacement	\$ 7,150	\$ 7,150	\$ 7,150
<b>Total Capital Outlay</b>	<b>\$ 7,150</b>	<b>\$ 7,150</b>	<b>\$ 7,150</b>
<b>Plant Operations - Wastewater Treatment</b>			
Computer Equipment Replacement	\$ 7,112	\$ 7,112	\$ 7,112
Replace PO60504 w/ 324K Loader	103,000	103,000	103,000
<b>Total Capital Outlay</b>	<b>\$ 110,112</b>	<b>\$ 110,112</b>	<b>\$ 110,112</b>
<b>Meter Services</b>			
Computer Equipment Replacement	\$ 18,104	\$ 18,104	\$ 18,104
<b>Total Capital Outlay</b>	<b>\$ 18,104</b>	<b>\$ 18,104</b>	<b>\$ 18,104</b>



# CITY OF SALISBURY, NORTH CAROLINA

## TRANSIT FUND

### STATEMENT OF REVENUES AND OTHER FINANCING SOURCES

For the Year Ending June 30, 2019  
With Estimated Actual for the Year Ending June 30, 2018 and  
Actual for the Year Ended June 30, 2017

	<b>2017 Actual</b>	<b>2018 Estimate</b>	<b>2019 Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 140,539	\$ 135,023	\$ 149,000
Other operating revenues	<u>9,886</u>	<u>16,677</u>	<u>10,500</u>
Total operating revenues	<u>\$ 150,425</u>	<u>\$ 151,700</u>	<u>\$ 159,500</u>
<b>NONOPERATING REVENUES:</b>			
Intergovernmental	\$ 618,631	\$ 548,726	\$ 836,332
Interest earned on investments	<u>3,431</u>	<u>5,319</u>	<u>4,000</u>
Total nonoperating revenues	<u>\$ 622,062</u>	<u>\$ 554,045</u>	<u>\$ 840,332</u>
<b>OTHER FINANCING SOURCES:</b>			
Operating Transfer from General Fund	\$ 465,322	\$ 465,322	\$ 467,822
Fund equity appropriated	<u>-</u>	<u>75,000</u>	<u>100,213</u>
Total other financing sources	<u>\$ 465,322</u>	<u>\$ 540,322</u>	<u>\$ 568,035</u>
 Total revenues and other financing sources	 <u>\$ 1,237,809</u>	 <u>\$ 1,246,067</u>	 <u>\$ 1,567,867</u>



**CITY OF SALISBURY**  
**FY 2018-2019 BUDGET SUMMARY**  
**TRANSIT FUND**

	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 16-17</b>		<b>FY 17-18</b>		<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
<b>REVENUE</b>	\$ 1,237,809	\$	1,270,075	\$	1,201,075	\$ 1,567,867	\$ 1,567,867
	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
<b>EXPENSES</b>	<b>FY 16-17</b>		<b>FY 17-18</b>		<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
<b>TRANSIT - OPERATIONS</b>							
Personnel	\$ 312,963	\$	348,389	\$	375,976	\$ 361,995	\$ 361,995
Operations	108,784		145,005		163,290	143,444	143,444
Capital	-		-		-	-	-
<b>TOTAL</b>	<b>\$ 421,747</b>	<b>\$</b>	<b>493,394</b>	<b>\$</b>	<b>539,266</b>	<b>\$ 505,439</b>	<b>\$ 505,439</b>
<b>TRANSIT - ADMINISTRATION</b>							
Personnel	\$ 178,045	\$	174,626	\$	183,792	\$ 177,656	\$ 177,656
Operations	282,075		160,217		165,372	163,405	163,405
Capital	-		-		-	-	-
<b>TOTAL</b>	<b>\$ 460,120</b>	<b>\$</b>	<b>334,843</b>	<b>\$</b>	<b>349,164</b>	<b>\$ 341,061</b>	<b>\$ 341,061</b>
<b>TRANSIT - CAPITAL</b>							
Personnel	\$ 226,200	\$	212,012	\$	233,216	\$ 228,827	\$ 228,827
Operations	167,809		159,636		121,897	98,382	98,382
Capital	50,791		70,190		1,812,505	105,306	105,306
<b>TOTAL</b>	<b>\$ 444,800</b>	<b>\$</b>	<b>441,838</b>	<b>\$</b>	<b>2,167,618</b>	<b>\$ 432,515</b>	<b>\$ 432,515</b>
<b>TRANSIT - ADA</b>							
Personnel	\$ -	\$	-	\$	85,007	\$ 50,818	\$ 50,818
Operations	-		-		21,372	21,372	21,372
Capital	-		-		216,662	216,662	216,662
<b>TOTAL</b>	<b>\$ -</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>323,041</b>	<b>\$ 288,852</b>	<b>\$ 288,852</b>
<b>GRAND TOTAL</b>							
Personnel	\$ 717,208	\$	735,027	\$	877,991	\$ 819,296	\$ 819,296
Operations	558,668		464,858		471,931	426,603	426,603
Capital	50,791		70,190		2,029,167	321,968	321,968
<b>TOTALS</b>	<b>\$ 1,326,667</b>	<b>\$</b>	<b>1,270,075</b>	<b>\$</b>	<b>3,379,089</b>	<b>\$ 1,567,867</b>	<b>\$ 1,567,867</b>

**STATEMENT OF PURPOSE**

To provide a safe, efficient, and affordable transportation alternative to the general public in the cities of Salisbury, Spencer, and East Spencer; thus permitting greater accessibility to employment, social, recreational, educational, and medical facilities. The department also provides an ADA demand responsive paratransit system that includes wheelchair lift-equipped vans to accommodate citizens unable to access our fixed route bus system because of a functional disability.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Consistently provide exceptional service to all customers.
2. Evaluate fixed routes for efficiency and effectiveness as well as the feasibility to expand routes and services.
3. Better marketing and spreading the word about public transit by “telling the story through a benefits campaign” to local elected bodies and the community at large.
4. Improve transit connectivity inside and outside the City of Salisbury by focusing on connecting customers to places.
5. Maintain transit infrastructure at a high level and improve the aesthetic appeal of shelters, bus stops, benches, and signs.

**PERFORMANCE MEASURES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Number of Passengers - Fixed Route	162,345	140,000	146,000
Number of Passengers - ADA	7,140	7,201	7,273
Number of Full - Sized Buses	6	6	6
Number of Routes	3	3	3
Revenue Miles Driven	155,983	159,000	159,000
Gallons of Fuel Used	40,252	40,252	40,252
Fares Collected (Dollars) - Fixed Route	\$79,539	\$74,023	\$78,000
State Matching Funds Collected	\$202,298	\$189,253	\$189,253
<b>Efficiency</b>			
Average Cost Per Mile	\$7.65	\$9.19	\$11.03
Average Cost Per Passenger - Routine	\$7.35	\$8.38	\$10.06
Average Cost Per Passenger - ADA	\$10.65	\$12.06	\$15.68
<b>Effectiveness</b>			
Complaints Received	5	4	4
Number of Breakdowns	0	0	0
Number of Driver Vacancies	0	0	0
Accidents	0	0	0
Injuries	0	0	0

### BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 178,045	\$ 174,626	\$ 183,792	\$ 177,656	\$ 177,656
Operating	282,075	160,217	165,372	163,405	163,405
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 460,120</b>	<b>\$ 334,843</b>	<b>\$ 349,164</b>	<b>\$ 341,061</b>	<b>\$ 341,061</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Transit Director	1	1	1	1	1
Transit Dispatcher	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>



**DEPARTMENT – Mass Transit**  
**DIVISION – Transit Operations**

**651**

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 312,963	\$ 348,389	\$ 375,976	\$ 361,995	\$ 361,995
Operating	108,784	145,005	163,290	143,444	143,444
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 421,747</b>	<b>\$ 493,394</b>	<b>\$ 539,266</b>	<b>\$ 505,439</b>	<b>\$ 505,439</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Transit Operator	5	7	7	7	7
Transit Operator (Temp/PT Pool)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>6</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>



**DEPARTMENT – Mass Transit**  
**DIVISION – Transit Capital Outlay**

**653**

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 226,200	\$ 212,012	\$ 233,216	\$ 228,827	\$ 228,827
Operating	167,809	159,636	121,897	98,382	98,382
Capital	<u>50,791</u>	<u>70,190</u>	<u>1,812,505</u>	<u>105,306</u>	<u>105,306</u>
<b>TOTAL</b>	<b>\$ 444,800</b>	<b>\$ 441,838</b>	<b>\$ 2,167,618</b>	<b>\$ 432,515</b>	<b>\$ 432,515</b>

**PERSONNEL DETAIL**

	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
Position Title	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Mechanic	2	1	1	1	1
Transit Fleet Supervisor	1	1	1	1	1
Service Worker (PT)	1	1	1	1	1
Transit Planner	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

**CAPITAL OUTLAY**

	Requested	Mgr Recommends	Adopted
	FY 18-19	FY 18-19	FY 18-19
One 30' Heavy Duty Transit Bus (TR80401)	\$ 502,006	\$ -	\$ -
One 30' Heavy Duty Transit Bus (TR80402)	502,006	-	-
One 30' Heavy Duty Transit Bus (TR80403)	502,006	-	-
Bus Surveillance System	13,500	13,500	13,500
Tire Changer	20,000	20,000	20,000
Bump Jack	3,700	-	-
Band Saw	2,800	-	-
Hydraulic Press	3,000	-	-
10 Ton Floor Jack	4,681	-	-
Above Ground Fueling System	55,000	-	-
Mobile Bus Washer	42,000	-	-
Facility Renovation	30,000	-	-
ADA Accessible Minivan Crossover	61,806	61,806	61,806
Mechanic Room/Break Room Renovations	20,000	-	-
Roof Replacement	30,000	-	-
Vehicle Spare Parts	<u>20,000</u>	<u>10,000</u>	<u>10,000</u>
<b>Total Capital Outlay</b>	<b>\$ 1,812,505</b>	<b>\$ 105,306</b>	<b>\$ 105,306</b>

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ -	\$ -	\$ 85,007	\$ 50,818	\$ 50,818
Operating	\$ -	\$ -	\$ 21,372	\$ 21,372	\$ 21,372
Capital	\$ -	\$ -	\$ 216,662	\$ 216,662	\$ 216,662
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 323,041</b>	<b>\$ 288,852</b>	<b>\$ 288,852</b>

**PERSONNEL DETAIL**

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
NEW PT Transit Operator	<u>0</u>	<u>0</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>

**CAPITAL OUTLAY**

	Requested	Mgr Recommends	Adopted
	FY 18-19	FY 18-19	FY 18-19
ADA Paratransit Transit Vehicle	\$ 74,681	\$ 74,681	\$ 74,681
ADA Paratransit Transit Vehicle	74,681	74,681	74,681
Routhmatch Software (3 year contract)	<u>67,300</u>	<u>67,300</u>	<u>67,300</u>
<b>Total Capital Outlay</b>	<b>\$ 216,662</b>	<b>\$ 216,662</b>	<b>\$ 216,662</b>





**CITY OF SALISBURY, NORTH CAROLINA**

**FIBRANT COMMUNICATIONS FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2019  
With Estimated Actual for the Year Ending June 30, 2018 and  
Actual for the Year Ended June 30, 2017

	<b>2017</b>	<b>2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
OPERATING REVENUES:			
Charges for services	\$ 4,846,808	\$ 4,808,944	\$ 4,512,354
Other operating revenues	<u>768,813</u>	<u>260,182</u>	<u>307,175</u>
Total operating revenues	<u>\$ 5,615,621</u>	<u>\$ 5,069,126</u>	<u>\$ 4,819,529</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 2,571	\$ 5,633	\$ 2,000
Total nonoperating revenues	<u>\$ 2,571</u>	<u>\$ 5,633</u>	<u>\$ 2,000</u>
OTHER FINANCING SOURCES:			
Interfund Revenues	\$ 2,193,087	\$ 3,217,883	\$ 3,000,000
Total Other Financing Sources	<u>\$ 2,193,087</u>	<u>\$ 3,217,883</u>	<u>\$ 3,000,000</u>
Total revenues	<u>\$ 7,811,280</u>	<u>\$ 8,292,641</u>	<u>\$ 7,821,529</u>

fibrant

**CITY OF SALISBURY**  
**FY 2018-2019 BUDGET SUMMARY**  
**FIBRANT COMMUNICATIONS FUND**

	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 16-17</b>		<b>FY 17-18</b>		<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
<b>REVENUE</b>	\$	7,811,280	\$	8,603,869	\$	8,039,412	\$ 7,821,529 \$ 7,821,529
	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
<b>EXPENSES</b>	<b>FY 16-17</b>		<b>FY 17-18</b>		<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
<b>ADMINISTRATION</b>							
Personnel	\$	454,610	\$	446,895	\$	271,632	\$ 264,792 \$ 264,792
Operations		1,000,063		377,319		504,030	476,030 476,030
Capital		-		-		-	- -
<b>TOTAL</b>	\$	1,454,673	\$	824,214	\$	775,662	\$ 740,822 \$ 740,822
<b>PROGRAMMING</b>							
Personnel	\$	-	\$	-	\$	-	\$ - \$ -
Operations		1,803,970		1,811,137		1,895,000	1,480,000 1,480,000
Capital		-		-		-	- -
<b>TOTAL</b>	\$	1,803,970	\$	1,811,137	\$	1,895,000	\$ 1,480,000 \$ 1,480,000
<b>BROADBAND SYSTEMS</b>							
Personnel	\$	444,260	\$	425,244	\$	519,199	\$ 508,374 \$ 508,374
Operations		1,051,771		992,021		1,185,070	789,715 789,715
Capital		-		-		-	- -
<b>TOTAL</b>	\$	1,496,030	\$	1,417,265	\$	1,704,269	\$ 1,298,089 \$ 1,298,089
<b>SERVICE DELIVERY</b>							
Personnel	\$	884,164	\$	872,259	\$	899,671	\$ 881,616 \$ 881,616
Operations		297,687		289,383		295,805	227,286 227,286
Capital		385,378		441,426		474,426	241,574 241,574
<b>TOTAL</b>	\$	1,567,229	\$	1,603,068	\$	1,669,902	\$ 1,350,476 \$ 1,350,476
<b>DEBT SERVICE</b>							
Personnel	\$	-	\$	-	\$	-	\$ - \$ -
Operations		1,139,530		2,948,185		2,952,142	2,952,142 2,952,142
Capital		-		-		-	- -
<b>TOTAL</b>	\$	1,139,530	\$	2,948,185	\$	2,952,142	\$ 2,952,142 \$ 2,952,142
<b>GRAND TOTAL</b>							
Personnel	\$	1,783,033	\$	1,744,398	\$	1,690,502	\$ 1,654,782 \$ 1,654,782
Operations		5,293,021		6,418,045		6,832,047	5,925,173 5,925,173
Capital		385,378		441,426		474,426	241,574 241,574
<b>TOTALS</b>	\$	7,461,432	\$	8,603,869	\$	8,996,975	\$ 7,821,529 \$ 7,821,529

**STATEMENT OF PURPOSE**

To provide superior internal and external customer service. To provide reliable, high speed internet access, voice, video and data services to the citizens and businesses within the City of Salisbury, as well as complement the mission, core values, and the vision of the City of Salisbury with an emphasis on excellent internal and external customer service.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Provide access to broadband service within the corporate limits of the City of Salisbury.
2. Improve the community's competitiveness in economic development.
3. Maintain a state of the art network with 99.999% reliability.
4. Focus on long-term sustainability, achieving lasting success, and creating value to the community.
5. Provide excellent customer service within the Fibrant community.
6. Continue to pursue the latest in technological advancements.
7. Continue to seek improvements in Fibrant sales and customer retention efforts.

**PERFORMANCE MEASURES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>2019</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Number of Customers Billed	3,481	3,400	3,350

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 454,610	\$ 446,895	\$ 271,632	\$ 264,792	\$ 264,792
Operating	\$ 1,000,063	\$ 377,319	\$ 504,030	\$ 476,030	\$ 476,030
Capital	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>	<b>\$ 1,454,673</b>	<b>\$ 824,214</b>	<b>\$ 775,662</b>	<b>\$ 740,822</b>	<b>\$ 740,822</b>

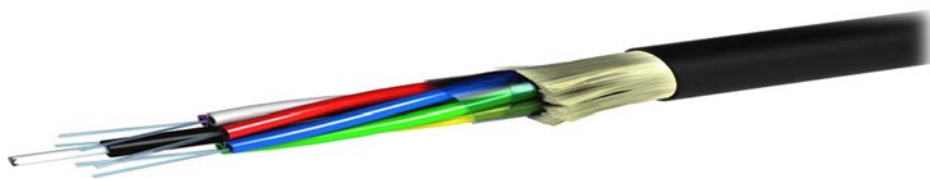
**PERSONNEL DETAIL**

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
<b>Administration (100)</b>					
Director of Broadband	1	1	1	1	1
<b>Administration - Sales (202)</b>					
Broadband Sales Manager <sup>1</sup>	1	1	0	0	0
Broadband Sales Specialist <sup>1</sup>	<u>5</u>	<u>4</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>7</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup> Two positions eliminated to add Systems Analyst (870)

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,803,970	1,811,137	1,895,000	1,480,000	1,480,000
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,803,970</b>	<b>\$ 1,811,137</b>	<b>\$ 1,895,000</b>	<b>\$ 1,480,000</b>	<b>\$ 1,480,000</b>



**STATEMENT OF PURPOSE**

To utilize the City's Fibrant FTTH network to deliver the best broadband product possible for our citizens and customers. To serve as the centralized source of procedures, information, and support related to broadband engineering, design and planning for the City's Fibrant network. Review and coordinate efforts to help improve efficiencies. To serve as the centralized source of procedures, information, and support related to Network Operations for the City including Fibrant Dispatch, Fibrant Technical Service and Fibrant Commercial Sales. Coordinate efforts to maximize and improve service delivery and communication throughout the city.

**PERFORMANCE GOALS**

1. Coordinate with management to identify and effectively plan for future Fibrant needs.
2. Support enterprise fiber GIS data management solution.
3. Assist with asset management and the protection of the City's fiber network infrastructure.
4. Coordinate deployment schedules to optimize quota and deliverables.
5. Maintain fiber records, fiber management standards and enforce broadband engineering standards.
6. Become 24-hour in-house Network Operation Center.
7. Maintain support for Fibrant residential and commercial installations, technical support, sales and deployment.
8. Implement policy procedure and training manuals.
9. Continue implementation and support of commercial and residential sales order entry.
10. Continue to assist and support Customer Service during disconnections.

**PERFORMANCE MEASURES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Total Number of Inbound Customer Calls to NOC	11,300	11,500	12,200
Total Number of Calls Sourced to NeoNova, Inc.	6,100	6,000	6,300
<b>Effectiveness</b>			
Customer Call Abandon Rate (Inbound to NOC)	4%	4%	4%

**BUDGET REQUEST SUMMARY**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 16-17</b>	<b>FY 17-18</b>	<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
Personnel	\$ 444,260	\$ 425,244	\$ 519,199	\$ 508,374	\$ 508,374
Operating	1,051,771	992,021	1,185,070	789,715	789,715
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,496,030</b>	<b>\$ 1,417,265</b>	<b>\$ 1,704,269</b>	<b>\$ 1,298,089</b>	<b>\$ 1,298,089</b>

## PERSONNEL DETAIL

	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
<b>Broadband Systems Administration (100)</b>					
Engineering/GIS Manager	1	1	1	1	1
<b>Broadband Systems Videoing (211)</b>					
Head End Technician	1	1	1	1	1
Systems Analyst <sup>1</sup>	0	0	0	1	1
<b>Broadband Systems Tech Serv. &amp; NOC (220)</b>					
NOC I/II	3	3	3	3	3
NOC Manager	1	1	1	1	1
NOC Tech (TPT)	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	8	6	6	7	7

<sup>1</sup> Position added from eliminations in Broadband Sales (850)



**STATEMENT OF PURPOSE**

To provide the City with the resources and expertise to support the installation and maintenance of the City and NCDOT network systems. To utilize the City's Fibrant FTTH network to deliver the best broadband product possible for our citizens and customers

**PERFORMANCE GOALS**

1. Assist with asset management and the protection of the City's fiber network infrastructure.
2. Maintain assistance, training, and technical support for Fibrant personnel.
3. Coordinate with Traffic Engineering to ensure that all NCDOT and City standards and objects are met.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 884,164	\$ 872,259	\$ 899,671	\$ 881,616	\$ 881,616
Operating	297,687	289,383	295,805	227,286	227,286
Capital	385,378	441,426	474,426	241,574	241,574
<b>TOTAL</b>	<b>\$ 1,567,229</b>	<b>\$ 1,603,068</b>	<b>\$ 1,669,902</b>	<b>\$ 1,350,476</b>	<b>\$ 1,350,476</b>

**PERSONNEL DETAIL**

	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
<b>Service Delivery Tech Serv &amp; Inst (220)</b>					
Infrastructure Technician	7	6	6	6	6
Installation Technician	0	2	2	2	2
Technical Operations Manager	1	1	1	1	1
Warehouse Technician	1	1	1	1	1
<b>Service Delivery Support (221)</b>					
Infrastructure Supervisor	1	1	1	1	1
Systems Analyst	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

**CAPITAL OUTLAY**

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Replacement Boxes	\$ 100,426	\$ 60,235	\$ 60,235
Professional Installation Services	20,000	5,000	5,000
Contruction and materials for deployment	134,000	80,372	80,372
ONTs	150,000	59,979	59,979
Premise Materials	60,000	35,988	35,988
Construction Labor	10,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 474,426</b>	<b>\$ 241,574</b>	<b>\$ 241,574</b>

**STATEMENT OF PURPOSE**

To provide for principal and interest payments on outstanding Fibrant Communications Fund debt.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	1,139,530	2,948,185	2,952,142	2,952,142	2,952,142
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 1,139,530</b>	<b>\$ 2,948,185</b>	<b>\$ 2,952,142</b>	<b>\$ 2,952,142</b>	<b>\$ 2,952,142</b>





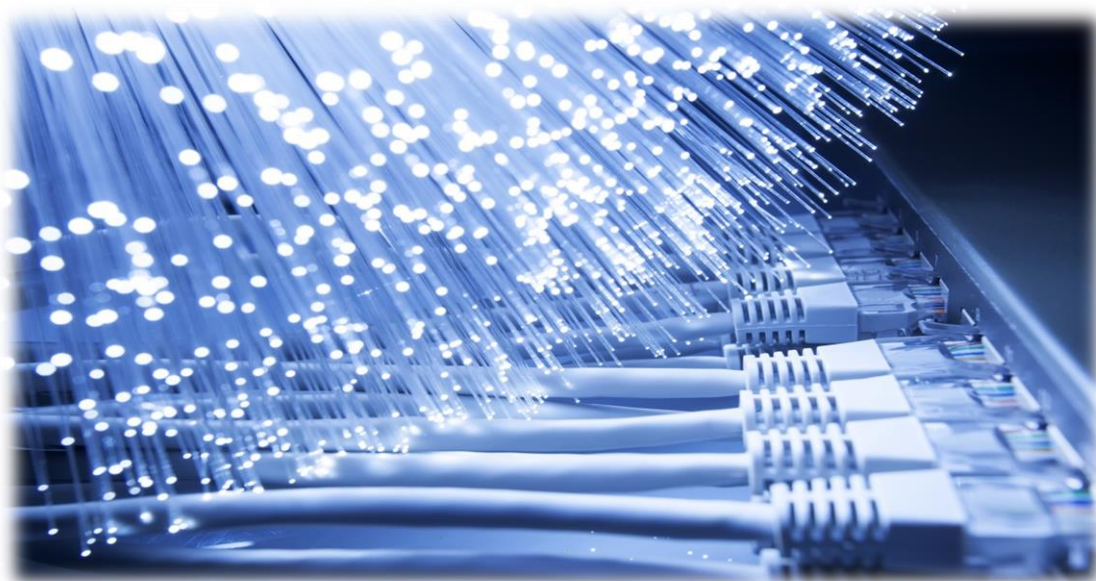
**CITY OF SALISBURY, NORTH CAROLINA**

**FIBRANT COMMUNICATIONS CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2019  
With Estimated Actual for the Year Ending June 30, 2018 and  
Actual for the Year Ended June 30, 2017

	<u>2017</u> <u>Actual</u>	<u>2018</u> <u>Estimate</u>	<u>2019</u> <u>Budget</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 696	\$ 2,761	\$ -
Total nonoperating revenues	<u>\$ 696</u>	<u>\$ 2,761</u>	<u>\$ -</u>
OTHER FINANCING SOURCES:			
Operating transfer from Fibrant Communications Fund	\$ 151,864	\$ 150,824	\$ 125,310
Interfund Revenues	<u>122,371</u>	<u>122,830</u>	<u>122,830</u>
Total other financing sources	<u>\$ 274,235</u>	<u>\$ 273,654</u>	<u>\$ 248,140</u>
Total revenues and other financing sources	<u><u>\$ 274,931</u></u>	<u><u>\$ 276,415</u></u>	<u><u>\$ 248,140</u></u>



**FUND- Fibrant Communications Capital Reserve****STATEMENT OF PURPOSE**

The Fibrant Capital Reserve funds replacement cost of Fibrant Utility Fund vehicles and computers and accrues reserves for future purposes.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 19-18	Adopted FY 19-18
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	4,024	-	66,809	66,809
Capital	<u>46,241</u>	<u>269,630</u>	<u>181,331</u>	<u>181,331</u>	<u>181,331</u>
<b>TOTAL</b>	<b>\$ 46,241</b>	<b>\$ 273,654</b>	<b>\$ 181,331</b>	<b>\$ 248,140</b>	<b>\$ 248,140</b>

**CAPITAL OUTLAY**

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
<b>Administration</b>			
Computer Equipment Replacement	\$ 9,500	\$ 9,500	\$ 9,500
<b>Total Capital Outlay</b>	<b>\$ 9,500</b>	<b>\$ 9,500</b>	<b>\$ 9,500</b>
<b>Broadband Systems</b>			
Computer Equipment Replacement	\$ 63,875	\$ 63,875	\$ 63,875
Replace Satellite Receivers	25,000	25,000	25,000
Replace Servers Vmware	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
<b>Total Capital Outlay</b>	<b>\$ 128,875</b>	<b>\$ 128,875</b>	<b>\$ 128,875</b>
<b>Service Delivery</b>			
Computer Equipment Replacement	\$ 13,800	\$ 13,800	\$ 13,800
Replace FH10708 w/ like Installer Van	<u>29,156</u>	<u>29,156</u>	<u>29,156</u>
<b>Total Capital Outlay</b>	<b>\$ 42,956</b>	<b>\$ 42,956</b>	<b>\$ 42,956</b>



**CITY OF SALISBURY, NORTH CAROLINA**

**STORMWATER UTILITY**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2019  
With Estimated Actual for the Year Ending June 30, 2018 and  
Actual for the Year Ended June 30, 2017

	<b>2017 Actual</b>	<b>2018 Estimate</b>	<b>2019 Budget</b>
OPERATING REVENUES:			
Charges for services	\$ 1,307,080	\$ 1,363,282	\$ 1,809,306
Other operating revenues	<u>23,722</u>	<u>25,952</u>	<u>22,017</u>
Total operating revenues	<u>\$ 1,330,802</u>	<u>\$ 1,389,234</u>	<u>\$ 1,831,323</u>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 3,578	\$ 7,770	\$ 3,423
Total nonoperating revenues	<u>\$ 3,578</u>	<u>\$ 7,770</u>	<u>\$ 3,423</u>
Total revenues	<u><u>\$ 1,334,380</u></u>	<u><u>\$ 1,397,004</u></u>	<u><u>\$ 1,834,746</u></u>



**CITY OF SALISBURY**  
**FY 2018-2019 BUDGET SUMMARY**  
**STORMWATER FUND**

	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY 16-17</b>		<b>FY 17-18</b>		<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
<b>REVENUE</b>	\$ 1,334,380	\$	1,382,500	\$	1,386,940	\$ 1,861,806	\$ 1,834,746
	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
<b>EXPENSES</b>	<b>FY 16-17</b>		<b>FY 17-18</b>		<b>FY 18-19</b>	<b>FY 18-19</b>	<b>FY 18-19</b>
<b>STORMWATER - ADMINISTRATION AND ENGINEERING</b>							
Personnel	\$ 173,811	\$	176,182	\$	185,596	\$ 181,906	\$ 181,906
Operations	557,163		533,225		1,854,951	1,026,500	999,440
Capital	5,492		-		-	-	-
<b>TOTAL</b>	<b>\$ 736,466</b>	<b>\$</b>	<b>709,407</b>	<b>\$</b>	<b>2,040,547</b>	<b>\$ 1,208,406</b>	<b>\$ 1,181,346</b>
<b>STORMWATER - STREET CLEANING</b>							
Personnel	\$ 66,272	\$	165,357	\$	164,544	\$ 159,790	\$ 159,790
Operations	77,141		73,511		79,251	77,614	77,614
Capital	-		-		-	-	-
<b>TOTAL</b>	<b>\$ 143,413</b>	<b>\$</b>	<b>238,868</b>	<b>\$</b>	<b>243,795</b>	<b>\$ 237,404</b>	<b>\$ 237,404</b>
<b>STORMWATER - STORM DRAINAGE</b>							
Personnel	\$ 85,131	\$	111,511	\$	90,411	\$ 87,665	\$ 87,665
Operations	59,240		74,382		75,528	75,691	75,691
Capital	-		-		-	-	-
<b>TOTAL</b>	<b>\$ 144,371</b>	<b>\$</b>	<b>185,893</b>	<b>\$</b>	<b>165,939</b>	<b>\$ 163,356</b>	<b>\$ 163,356</b>
<b>STORMWATER - LEAF COLLECTION</b>							
Personnel	\$ 114,933	\$	161,568	\$	171,801	\$ 169,055	\$ 169,055
Operations	50,339		86,764		84,104	83,585	83,585
Capital	-		-		-	-	-
<b>TOTAL</b>	<b>\$ 165,272</b>	<b>\$</b>	<b>248,332</b>	<b>\$</b>	<b>255,905</b>	<b>\$ 252,640</b>	<b>\$ 252,640</b>
<b>GRAND TOTAL</b>							
Personnel	\$ 440,147	\$	614,618	\$	612,352	\$ 598,416	\$ 598,416
Operations	743,883		767,882		2,093,834	1,263,390	1,236,330
Capital	5,492		-		-	-	-
<b>TOTALS</b>	<b>\$ 1,189,522</b>	<b>\$</b>	<b>1,382,500</b>	<b>\$</b>	<b>2,706,186</b>	<b>\$ 1,861,806</b>	<b>\$ 1,834,746</b>

**STATEMENT OF PURPOSE**

To manage the City's municipal separate storm sewer system (MS4) through a program of engineering, maintenance, construction, cleaning and cemetery improvements. Provide Street Sweeping and seasonal Leaf Collection services.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Oversee the City's Public Education and Outreach, Public Involvement and Participation, Illicit Discharge Detection and Elimination.
2. Coordinate with Rowan County's Construction Site Runoff Control, Post Construction Site Runoff Control, and Pollution Prevention and Good Housekeeping for Municipal Operation programs to improve stormwater quality and comply with federal and state regulations.
3. Ensure compliance with federal and state Total Maximum Daily Load allocations to impaired waterways located inside the City.
4. Provide engineering design for capital and infrastructure improvements to the City's stormwater system.

**PERFORMANCE MEASURES**

	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Street Cleaning, Miles Swept / Month	18.30	42.83	60.00
Pipes Cleaned, Liner feet of pipe/month	103.58	91.60	100.00
Illegal Discharge Detections, each month	1.08	1.50	2.00
Impervious surface area added, square foot / month	35,370	26,308	30,000

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 173,811	\$ 176,182	\$ 185,596	\$ 181,906	\$ 181,906
Operating	557,163	533,225	1,854,951	1,026,500	999,440
Capital	5,492	-	-	-	-
<b>TOTAL</b>	<b>\$ 736,466</b>	<b>\$ 709,407</b>	<b>\$ 2,040,547</b>	<b>\$ 1,208,406</b>	<b>\$ 1,181,346</b>

**PERSONNEL DETAIL**

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Stormwater Engineer	1	1	1	1	1
Stormwater Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

**DEPARTMENTAL PERFORMANCE GOALS**

Routinely sweep, wash and remove debris from streets to prevent sedimentation of drainage structures and prevent unsafe conditions. Clean downtown sidewalks, streets, and city parking facilities to provide aesthetic enhancements to public properties.

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 66,272	\$ 165,357	\$ 164,544	\$ 159,790	\$ 159,790
Operating	77,141	73,511	79,251	77,614	77,614
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 143,413</b>	<b>\$ 238,868</b>	<b>\$ 243,795</b>	<b>\$ 237,404</b>	<b>\$ 237,404</b>

**PERSONNEL DETAIL**

Position Title	Authorized	Authorized	Requested	Mgr. Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Equipment Operator <sup>1</sup>	2	3	3	3	3
Maintenance Worker Sr I/II <sup>1</sup>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

<sup>1</sup> Position reclassified



**DEPARTMENTAL PERFORMANCE GOALS**

Provide a maintenance program to clean, construct and repair culverts, catch basins and related drainage structures on a regular maintenance schedule to ensure effective and efficient run-off of rain water to minimize local flooding.

**BUDGET REQUEST SUMMARY**

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ 85,131	\$ 111,511	\$ 90,411	\$ 87,665	\$ 87,665
Operating	59,240	74,382	75,528	75,691	75,691
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 144,371</b>	<b>\$ 185,893</b>	<b>\$ 165,939</b>	<b>\$ 163,356</b>	<b>\$ 163,356</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Crew Leader <sup>1</sup>	0	1	0	0	0
Equipment Operator <sup>1</sup>	<u>2</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

<sup>1</sup> Position reclassified



**DEPARTMENTAL PERFORMANCE GOALS**

Provide curbside loose leaf collection during the fall and winter months on a rotating schedule approximately every three weeks.

**BUDGET REQUEST SUMMARY**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ 114,933	\$ 161,568	\$ 171,801	\$ 169,055	\$ 169,055
Operating	50,339	86,764	84,104	83,585	83,585
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 165,272</b>	<b>\$ 248,332</b>	<b>\$ 255,905</b>	<b>\$ 252,640</b>	<b>\$ 252,640</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 16-17	Authorized FY 17-18	Requested FY 18-19	Mgr. Recommends FY 18-19	Adopted FY 18-19
Equipment Operator	2	1	2	2	2
Crew Leader	1	1	1	1	1
Maintenance Worker Sr I/II <sup>1</sup>	0	1	0	0	0
Seasonal/Part-Time Pool	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup> Position was reclassified to Equipment Operator





**CITY OF SALISBURY, NORTH CAROLINA**

**STORMWATER CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2019  
With Estimated Actual for the Year Ending June 30, 2018 and  
Actual for the Year Ended June 30, 2017

	<b><u>2017</u></b> <b><u>Actual</u></b>	<b><u>2018</u></b> <b><u>Estimate</u></b>	<b><u>2019</u></b> <b><u>Budget</u></b>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 1,493	\$ 3,113	\$ 1,500
Total miscellaneous	\$ 1,493	\$ 3,113	\$ 1,500
OTHER FINANCING SOURCES:			
Operating transfer from Stormwater Fund	\$ 104,490	\$ 116,578	\$ 137,262
Interfund Revenues	-	-	296,006
Total other financing sources	\$ 104,490	\$ 116,578	\$ 433,268
 Total revenues and other financing sources	 \$ 105,983	 \$ 119,691	 \$ 434,768



## FUND - Stormwater Capital Reserve

### STATEMENT OF PURPOSE

The Stormwater Capital Reserve funds replacement cost of Stormwater Utility Fund vehicles and computers and accrues reserves for future purchases.

### BUDGET REQUEST SUMMARY

	Actual FY 16-17	Budgeted FY 17-18	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	138,762	138,762
Capital	<u>14,632</u>	<u>154,027</u>	<u>296,006</u>	<u>296,006</u>	<u>296,006</u>
TOTAL	\$ 14,632	\$ 154,027	\$ 296,006	\$ 434,768	\$ 434,768

### CAPITAL OUTLAY

	Requested FY 18-19	Mgr Recommends FY 18-19	Adopted FY 18-19
Replace SW20801 w/ like Street Sweeper	\$ <u>296,006</u>	\$ <u>296,006</u>	\$ <u>296,006</u>
Total Capital Outlay	\$ <b>296,006</b>	\$ <b>296,006</b>	\$ <b>296,006</b>



**CITY OF SALISBURY, NORTH CAROLINA**

**SPECIAL REVENUE FUNDS**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2019  
With Estimated Actual for the Year Ending June 30, 2018 and  
Actual for the Year Ended June 30, 2017

	<b><u>2017 Actual</u></b>	<b><u>2018 Estimate</u></b>	<b><u>2019 Budget</u></b>
REVENUES:			
Intergovernmental:			
Federal	\$ <u>334,218</u>	\$ <u>250,266</u>	\$ <u>427,661</u>
Miscellaneous:			
Other	\$ <u>153,494</u>	\$ <u>242,384</u>	\$ <u>30,000</u>
 Total revenues	 \$ <u><u>487,712</u></u>	 \$ <u><u>492,650</u></u>	 \$ <u><u>457,661</u></u>

## FUND – Special Revenue Funds

### STATEMENT OF PURPOSE

The Special Revenue Funds account for the operations of the City's Community Development programs as financed by the U.S. Department of Housing & Urban Development and the Cabarrus/Iredell/Rowan HOME consortium.

### BUDGET REQUEST SUMMARY

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 16-17	FY 17-18	FY 18-19	FY 18-19	FY 18-19
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	487,064	410,037	410,037	410,037	457,661
Capital	-	-	-	-	-
TOTAL	\$ 487,064	\$ 410,037	\$ 410,037	\$ 410,037	\$ 457,661



**CITY OF SALISBURY, NORTH CAROLINA**

**INTERNAL SERVICE FUNDS**

**FINANCIAL PLAN**

For the Year Ending June 30, 2019

The following are the estimated revenues and expenditures for Internal Service Fund for Employee Health Care:

**REVENUES**

Charges for Services	\$ 6,612,274
Interest Earned on Investments	<u>21,212</u>
Total Revenues	<u>\$ 6,633,486</u>

**EXPENDITURES**

Employee Benefits	\$ 6,608,486
Miscellaneous Expenditures	<u>25,000</u>
Total Expenditures	<u>\$ 6,633,486</u>

The following are the estimated revenues and expenditures for Internal Service Fund for Workers' Compensation:

**REVENUES**

Charges for Services	\$ 1,057,500
Interest Earned on Investments	<u>9,352</u>
Total Revenues	<u>\$ 1,066,852</u>

**EXPENDITURES**

Employee Benefits	\$ 809,200
Addition to Reserves	<u>257,652</u>
Total Expenditures	<u>\$ 1,066,852</u>



**City of Salisbury**  
**10 Year Capital Improvement Program**

<b>General Fund</b>	<b>Page</b>
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Parks and Recreation	15 - 9
Engineering	15 - 10
Facilities Management	15 - 22
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Public Services	15 - 30
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**City of Salisbury**  
**10 Year Capital Improvement Program**  
**General Fund**

Department	Project Name	Fiscal Year				
		2019	2020	2021	2022	2023
Community Planning	Housing Stabilization Program	100,000	100,000	-	-	-
Community Planning	Downtown Incentive Program	219,558	150,000	150,000	150,000	150,000
Community Planning	Bell Town Green Park	350,000	-	-	-	-
Community Planning	West End Transformation	400,000	-	-	-	-
Community Planning	Main Street Infrastructure	-	-	5,000,000	5,000,000	5,000,000
Parks and Recreation	Play Structures	25,000	30,000	30,000	30,000	30,000
Engineering	Grant Creek Greenway	250,000	625,000	-	-	-
Engineering	Klumac Road Sidewalk	-	35,000	-	-	-
Engineering	Sidewalk near Salisbury Mall	370,000	-	-	-	-
Engineering	Newsome Road Extension	250,000	-	-	-	-
Engineering	Newsome Road Bike Lanes/Sidewalk	600,000	974,000	-	-	-
Engineering	Main Street Sidewalk	134,000	-	-	-	-
Engineering	Old Concord Rd ~ Ryan Street to JAB	160,000	254,000	-	-	-
Engineering	Street Light Improvements	10,000	32,772	33,428	34,097	34,778
Engineering	Brenner Sidewalk	360,000	400,000	-	-	-
Engineering	Lincolton Road Sidewalk	84,000	-	-	-	-
Engineering	Apartment Renovations - Plaza	20,000	-	-	-	-
Engineering	Redevelopment Services - Plaza	50,000	50,000	-	-	-
Facilities Management	HVAC	108,000	92,500	100,000	100,000	100,000
Facilities Management	Roof	238,500	294,000	287,000	400,000	308,750
Fire Department	Fire Station 6	4,450,000	-	-	-	-
Fire Department	Fire Station 3	-	-	-	3,575,000	-
Fire Department	Thermal Imaging Camera (TIC)	-	-	10,000	-	10,000
Fire Department	Hurst Hydraulic Tools	-	40,000	-	-	-
Fire Department	Breathing Air Compressor	-	-	100,000	-	-
Fire Department	Rescue Air Bags	-	-	-	45,000	-
Public Services	New Spoils Location	-	-	-	-	-
Public Services	Asphalt Resurfacing	500,000	500,000	500,000	500,000	500,000
Public Services	Bridge Maintenance	-	120,000	-	120,000	-
Public Services	Solid Waste Rollouts	-	80,363	-	-	-
Finance	New Finance Software	350,000	-	-	-	-
		<b>9,029,058</b>	<b>3,777,635</b>	<b>6,210,428</b>	<b>9,954,097</b>	<b>6,133,528</b>



**City of Salisbury**  
**10 Year Capital Improvement Program**  
**General Fund**

Department	Project Name	Fiscal Year					10 Year Total
		2024	2025	2026	2027	2028	
Community Planning	Housing Stabilization Program	-	-	-	-	-	200,000
Community Planning	Downtown Incentive Program	150,000	150,000	150,000	150,000	150,000	1,569,558
Community Planning	Bell Town Green Park	-	-	-	-	-	350,000
Community Planning	West End Transformation	-	-	-	-	-	400,000
Community Planning	Main Street Infrastructure	5,000,000	-	-	-	-	20,000,000
Parks and Recreation	Play Structures	30,000	30,000	30,000	30,000	30,000	295,000
Parks and Recreation	Grant Creek Greenway	-	-	-	-	-	875,000
Engineering	Klumac Road Sidewalk	-	-	-	-	-	35,000
Engineering	Sidewalk near Salisbury Mall	-	-	-	-	-	370,000
Engineering	Newsome Road Extension	-	-	-	-	-	250,000
Engineering	Newsome Road Bike Lanes/Sidewalk	-	-	-	-	-	1,574,000
Engineering	Main Street Sidewalk	-	-	-	-	-	134,000
Engineering	Old Concord Rd ~ Ryan Street to JAB	-	-	-	-	-	414,000
Engineering	Street Light Improvements	35,474	36,183	36,907	37,645	38,398	329,682
Engineering	Brenner Sidewalk	-	-	-	-	-	760,000
Engineering	Lincolton Road Sidewalk	-	-	-	-	-	84,000
Engineering	Apartment Renovations - Plaza	-	-	-	-	-	20,000
Engineering	Redevelopment Services - Plaza	-	-	-	-	-	100,000
Facilities Management	HVAC	100,000	188,000	188,000	188,000	188,000	1,352,500
Facilities Management	Roof	308,750	308,750	308,750	308,750	308,750	3,072,000
Fire Department	Fire Station 6	-	-	-	-	-	4,450,000
Fire Department	Fire Station 3	-	-	-	-	-	3,575,000
Fire Department	Thermal Imaging Camera (TIC)	10,000	10,000	-	10,000	-	50,000
Fire Department	Hurst Hydraulic Tools	45,000	-	-	50,000	-	135,000
Fire Department	Breathing Air Compressor	-	100,000	-	-	-	200,000
Fire Department	Hurst Hydraulic Tools and Rescue Air Bags	-	-	-	-	-	45,000
Public Services	New Spoils Location	150,000	-	-	-	-	150,000
Public Services	Asphalt Resurfacing	500,000	500,000	500,000	500,000	500,000	5,000,000
Public Services	Bridge Maintenance	120,000	-	120,000	-	120,000	600,000
Public Services	Solid Waste Rollouts	-	-	-	-	-	80,363
Finance	New Finance Software	-	-	-	-	-	350,000
		<b>6,449,224</b>	<b>1,322,933</b>	<b>1,333,657</b>	<b>1,274,395</b>	<b>1,335,148</b>	<b>46,820,103</b>

## Capital Improvement Program FY 2019-28

**Project Name:** Housing Stabilization Program

**Department:** Community Planning

**Project Description:** The Housing Stabilization Fund (HSF) assists in the production and preservation of affordable housing for low-income families, individuals, and eligible applicants. It helps revitalize housing in addition to the work performed by Salisbury Community Development Corporation, Downtown Salisbury Inc., and the Housing Authority of the City of Salisbury. This initiative helps improve neighborhood and housing conditions in the City.

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	100	100									200
<b>Capital Total</b>	<b>100</b>	<b>100</b>	-	-	-	-	-	-	-	-	200

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Downtown Incentive Program

**Department:** Community Planning

**Project Description:** The program serves as an economic development tool to promote, reuse, and rehabilitate underutilized historic buildings and create additional residential units.

Outcomes the City hopes to achieve are: Increase City's tax base; bring 24/7 vitality to the downtown with increased tourism and visitation; boost the market base for retail and restaurants; preserve the historic fabric of downtown; encourage the use of fire suppression systems, thereby reducing the chances of catastrophic fire impacting multiple buildings.

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	220	150	150	150	150	150	150	150	150	150	1,570
<b>Capital Total</b>	<b>220</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>1,570</b>

**Operating Fund Impact:** Increase expected in tax revenues generated through higher tax base for rehabilitated property.

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating	(3)	(6)	(9)	(12)	(15)	(18)	(21)	(24)	(27)	(30)	(165)
Debt Cost											
<b>Operating Total</b>	<b>(3)</b>	<b>(6)</b>	<b>(9)</b>	<b>(12)</b>	<b>(15)</b>	<b>(18)</b>	<b>(21)</b>	<b>(24)</b>	<b>(27)</b>	<b>(30)</b>	<b>(165)</b>

## Capital Improvement Program FY 2019-28

**Project Name:** Bell Tower Green Park

**Department:** Community Planning

**Project Description:** Partnership with private foundation and donors in the development of a downtown park. Funds would help match federal and state grants.

Outcomes the City hopes to achieve are: Catalytic project to enhance the downtown, provide much-needed greenspace for events, serve as a driver for tourism and future development of the downtown, and support mixed use redevelopment of the Empire Hotel.

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other	350										350
<b>Capital Total</b>	<b>350</b>	-	-	-	-	-	-	-	-	-	350

**Operating Fund Impact:** Unknown until definitive scope of project defined, but anticipate operational costs to maintain and upkeep the park.

## Capital Improvement Program FY 2019-28

**Project Name:** West End Transformation

**Department:** Community Planning

**Project Description:** This initiative, which would be focused in the West End Neighborhood, will help improve housing and neighborhood conditions by offering homeowners in the pilot area the opportunity to be eligible for deferred loans to use on exterior rehabilitation. If the program proves to be impactful on housing conditions and neighborhood appearance, it may be expanded to other areas in the future as funds are available.

Outcomes the City hopes to achieve are: Remove blight, improve overall living conditions, preserve and retain existing housing stock, enhance community appearance, promote a more positive impression of the neighborhood.

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other	400										400
<b>Capital Total</b>	<b>400</b>	-	-	-	-	-	-	-	-	-	400

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Main Street Infrastructure

**Department:** Community Planning

**Project Description:** The project includes streetscaping along approximately six blocks of North and South Main Street to provide traffic calming and improve pedestrian safety. Improvements such as wider sidewalks, additional lighting, new street trees, and spots for outside dining will help elevate the downtown as a sought-after destination, boosting commerce and tourism. Replacement or upgrades to underground water and sewer infrastructure and properly-sized tree pits will ensure long-term viability of the project.

**Proposed Funding Source:** General Fund Installment Financing

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction			5,000	5,000	5,000	5,000					20,000
Other											-
<b>Capital Total</b>	-	-	5,000	5,000	5,000	5,000	-	-	-	-	20,000

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating											-
Debt Cost			520	520	1,040	1,040	1,040	1,040	1,040	1,040	7,280
<b>Operating Total</b>	-	-	520	520	1,040	1,040	1,040	1,040	1,040	1,040	7,280

## Capital Improvement Program FY 2019-28

**Project Name:** Play Structure

**Department:** Parks & Recreation

**Project Description:** The schedule is designed to replace each play structure every 10-12 years.

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	25	30	30	30	30	30	30	30	30	30	295
<b>Capital Total</b>	<b>25</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>295</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Grant Creek Greenway

**Department:** Engineering

**Project Description:** This project will design and construct a paved trail from Forestdale, near Catawba College, to Kelsey Scott Park located off Old Wilkesboro Road. This is a TAP (Transportation Alternatives Program) project with an 80/20 match.

**Proposed Funding Source:** 20% General Fund / 80% Greenway Grant

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	250	625									875
Other											-
<b>Capital Total</b>	<b>250</b>	<b>625</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>875</b>

**Operating Fund Impact:** Increased maintenance and mowing costs.

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>OPERATING IMPACT</b> ( <i>in thousands</i> )											
Operating			9	9	9	9	9	9	9	9	69
Debt Cost											
<b>Operating Total</b>	<b>-</b>	<b>-</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>69</b>



## Capital Improvement Program FY 2019-28

**Project Name:** Klumac Road Sidewalk

**Department:** Engineering

**Project Description:** This project is for the City's portion of sidewalk constructed at the Klumac Road underpass.

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction		35									35
Other											-
<b>Capital Total</b>	-	35	-	-	-	-	-	-	-	-	35

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Sidewalk near Salisbury Mall

**Department:** Engineering

**Project Description:** Municipal Agreement to construct sidewalks along Jake Alexander Boulevard and Statesville Boulevard. We estimate construction to start fall 2017. City's cost is 20% plus \$41,000 CEI (Construction Engineering and Inspection).

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	370										370
Other											-
<b>Capital Total</b>	<b>370</b>	-	-	-	-	-	-	-	-	-	370

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Newsome Road Extension

**Department:** Engineering

**Project Description:** Three party agreement with the City, developer, and NCDOT to build Newsome Road extension between Innes Street and Faith Road. City will reimburse developer for construction, and NCDOT will reimburse City once STIP (State Transportation Improvement Program) funds are released, no later than 2020.

**Proposed Funding Source:** State TIP Funds

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	250										250
Other											-
<b>Capital Total</b>	<b>250</b>	-	-	-	-	-	-	-	-	-	250

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Newsome Road Bike Lanes and Sidewalk

**Department:** Engineering

**Project Description:** CMAQ (Congestion Mitigation and Air Quality) Municipal Agreement to widen Newsome Road between Stokes Ferry Road and Bringle Ferry Road. Project includes curb, gutter, and bicycle lanes on both sides, sidewalks on one side, storm drain, and a complete overlay of the street. Anticipate construction in the Summer of 2018.

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	600	974									1,574
Other											-
<b>Capital Total</b>	<b>600</b>	<b>974</b>	-	-	-	-	-	-	-	-	1,574

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Main Street Sidewalk

**Department:** Engineering

**Project Description:** CMAQ (Congestion Mitigation and Air Quality) Municipal Agreement to construct sidewalk on Main Street between B Avenue and Rowan Mills Road.

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	134										134
Other											-
<b>Capital Total</b>	<b>134</b>	-	-	-	-	-	-	-	-	-	134

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Old Concord Road - Ryan Street to Jake Alexander Blvd Sidewalk

**Department:** Engineering

**Project Description:** CMAQ (Congestion Mitigation and Air Quality) sidewalk project on one side of Old Concord Road, from Ryan Street to Jake Alexander Boulevard, will include curb, gutter, storm drain, and sidewalk. Anticipate survey, design, and easement acquisition in FY18 and construction in FY19.

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design	160										160
Construction		254									254
Other											-
<b>Capital Total</b>	<b>160</b>	<b>254</b>	-	-	-	-	-	-	-	-	<b>414</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Street Light Improvements

**Department:** Engineering

**Project Description:** We plan to add 150 new street lights per fiscal year. Street lights within neighborhoods are installed by petition and scheduled in the order in which they are received. Petitions are not required for the addition of streetlights on major thoroughfares, which is addressed when there are no pending neighborhood petitions. After installation, the operations budget must be increased the same amount for the future year.

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	10	33	33	34	35	35	36	37	38	39	331
<b>Capital Total</b>	<b>10</b>	<b>33</b>	<b>33</b>	<b>34</b>	<b>35</b>	<b>35</b>	<b>36</b>	<b>37</b>	<b>38</b>	<b>39</b>	<b>331</b>

**Operating Fund Impact:** Increased cost of Street Lighting charges.

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating		10	43	76	110	145	181	217	254	291	1,326
Debt Cost											
<b>Operating Total</b>	<b>-</b>	<b>10</b>	<b>43</b>	<b>76</b>	<b>110</b>	<b>145</b>	<b>181</b>	<b>217</b>	<b>254</b>	<b>291</b>	<b>1,326</b>

## Capital Improvement Program FY 2019-28

**Project Name:** Brenner Avenue Sidewalk

**Department:** Engineering

**Project Description:** CMAQ (Congestion Mitigation and Air Quality) project to add sidewalk to the north side of Brenner Avenue. This project will include curb, gutter, storm drain from Statesville Blvd to Horah Street along with intersection improvement at Link and Brenner Aves.

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	360	400									760
Other											-
<b>Capital Total</b>	<b>360</b>	<b>400</b>	-	-	-	-	-	-	-	-	760

**Operating Fund Impact:** None



## Capital Improvement Program FY 2019-28

**Project Name:** Lincolnton Road Sidewalk

**Department:** Engineering

**Project Description:** Pending TAP funds to construct sidewalk on Lincolnton Road from JAB to Villas at Hope Crest Senior Living Apartments. Also this project is for the addition of two ADA accessible ramps with a push-button pedestrian signal in the southeast quadrant of JAB/Lincolnton Road and a push-button pedestrian signal in the northeast quadrant. TAP funds were applied for December 2017. Possibly funded at 100% but could require a 20% match.

**Proposed Funding Source:** 20% General Fund / 80% TAP

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	84										84
Other											-
<b>Capital Total</b>	<b>84</b>	-	-	-	-	-	-	-	-	-	84

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Apartment Renovations – Plaza

**Department:** Engineering

**Project Description:** Funds are needed to ensure that appliances, carpet, and plumbing and lighting fixtures are in proper condition when new occupants enter rental units. The majority of apartment units possess original appliances and fixtures from the early 1990's renovation. These funds also facilitate replacement of any appliances, plumbing and lighting fixtures that fail when units are occupied. Carpet is replaced as needed.

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	20										20
Other											-
<b>Capital Total</b>	<b>20</b>	-	-	-	-	-	-	-	-	-	20

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Redevelopment Service for Building – Plaza

**Department:** Engineering

**Project Description:** The Plaza was renovated in the early 1990s. Since that time, maintenance and repairs have been consistently addressed. However, after 28 years of ownership, it is appropriate to explore the cost of continued ownership. Considerations in this professional evaluation will include, but will not be limited to, how the building is used and what opportunities for different use may be beneficial to our downtown, renovation costs, ongoing maintenance costs, revenue, and intrinsic value. These funds will assist in the evaluation of these variables and will be leveraged to utilize City staff resources as a complement to this evaluation.

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	50	50									100
Other											-
<b>Capital Total</b>	<b>50</b>	<b>50</b>	-	-	-	-	-	-	-	-	100

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** HVAC Replacements

**Department:** Facilities Management

**Project Description:** The City maintains an inventory of all HVAC equipment. Unit replacements are recommended based on age, maintenance demand, and changes in operations that impact the utilization of the unit. A replacement schedule is developed annually, with some HVAC unit replacements being deferred for several years. The inventory of aging units continues to increase.

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	108	93	100	100	100	100	188	188	188	188	1,353
Other											-
<b>Capital Total</b>	<b>108</b>	<b>93</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>1,353</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Roof Replacements

**Department:** Facilities Management

**Project Description:** The City maintains an inventory of roof sections, type of assembly, and photos for all buildings. Audits are performed at each property on a three year rotation, which identifies maintenance issues to be addressed and determines recommendations for replacements. Roof replacements are scheduled based on age, condition of existing assembly, demand for repairs, and active leaks that continue to arise. Roof replacements have been deferred for several years; therefore, the inventory of aging roof assemblies continues to increase

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	239	294	287	400	309	309	309	309	309	309	3,072
Other											-
<b>Capital Total</b>	<b>239</b>	<b>294</b>	<b>287</b>	<b>400</b>	<b>309</b>	<b>309</b>	<b>309</b>	<b>309</b>	<b>309</b>	<b>309</b>	<b>3,072</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Fire Station 6

**Department:** Fire Department

**Project Description:** The City of Salisbury has purchased land located on Cedar Springs Road for the purpose of building an additional Fire Station. Construction of Station 6 is estimated to begin October 2018 with completion by June 2019.

**Proposed Funding Source:** General Fund Installment Financing

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction	4,450										4,450
Other											-
<b>Capital Total</b>	<b>4,450</b>	-	-	-	-	-	-	-	-	-	4,450

**Operating Fund Impact:** Some impact on operations through added new personnel, building maintenance costs and higher debt service costs.

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>OPERATING IMPACT</b> (in thousands)											
New Staff (FTEs)		6	6	6	6	6	6	6	6	6	54
New Staff Cost		450	455	459	464	468	473	478	482	487	4,216
Operating		50	50	50	50	50	50	50	50	50	450
Debt Cost		210	420	420	420	420	420	420	420	420	3,568
<b>Operating Total</b>	<b>-</b>	<b>710</b>	<b>924</b>	<b>929</b>	<b>933</b>	<b>938</b>	<b>943</b>	<b>947</b>	<b>952</b>	<b>957</b>	8,233

## Capital Improvement Program FY 2019-28

**Project Name:** Fire Station 3

**Department:** Fire Department

**Project Description:** The City of Salisbury has an option on 1.75 acres of land on Mahaley Avenue to build a replacement of Fire Station 3, which will allow better coverage of a larger area. The existing station was built in 1957 and has reached the end of its useful life. Construction is estimated to begin April 2021, with completion around June 2022.

**Proposed Funding Source:** General Fund Installment Financing

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction				3,575							3,575
Other											-
<b>Capital Total</b>	-	-	-	3,575	-	-	-	-	-	-	3,575

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating					50	50	50	50	50	50	300
Debt Cost					191	382	382	382	382	382	2,101
<b>Operating Total</b>	-	-	-	-	241	432	432	432	432	432	2,401

## Capital Improvement Program FY 2019-28

**Project Name:** Thermal Imaging Camera

**Department:** Fire Department

**Project Description:** Thermal imaging cameras are utilized by firefighters to help locate trapped victims and locate the seat of a fire. Images also help detect the heat in rooms or buildings, which is an early indicator of flashover, as well as compromised structural members. The life span of a camera is five-six years, and at that point the core must be replaced. It is more cost effective to replace TICs at the end of their useful life, rather than replacing only the core.

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other			10		10	10	10		10		50
<b>Capital Total</b>	-	-	10	-	10	10	10	-	10	-	50

**Operating Fund Impact:** None



## Capital Improvement Program FY 2019-28

**Project Name:** Hurst Hydraulic Tools

**Department:** Fire Department

**Project Description:** Hydraulic tools are used to extricate patients trapped or pinned in a vehicle as a result of an accident. Those tools are required by ISO to be carried on Rescue, Ladder, and Quint Trucks to receive maximum points. The quad pump has the ability to run multiple tools without losing a significant amount of cutting and spreading force. The goal is to have a patient removed from a vehicle and transported to a trauma unit within one hour, which is also referred to as the “golden hour”.

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other		40				45			50		135
<b>Capital Total</b>	-	40	-	-	-	45	-	-	50	-	135

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Breathing Air Compressor

**Department:** Fire Department

**Project Description:** Breathing Air Compressors are utilized to fill the breathing air cylinders used by firefighters in emergency operations and training. The air must be grade D air that is monitored quarterly by the Department of Labor. As units age, the compressor begins to experience problems with compressor oil leaking internally into the system and often requires rebuilding or replacement to maintain safe breathing air.

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other			100				100				200
<b>Capital Total</b>	-	-	100	-	-	-	100	-	-	-	200

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Rescue Air Bags

**Department:** Fire Department

**Project Description:** Rescue air bags are used to stabilize and lift heavy objects, vehicles, etc.

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other				45							45
<b>Capital Total</b>	-	-	-	45	-	-	-	-	-	-	45

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** New Spoils Location

**Department:** Public Services

**Project Description:** The current location for our discarded materials is almost at capacity; therefore, the City needs to expand to a new location. The location will be divided into disposal sections (i.e., concrete busted with dirt, fill dirt, recycle roll-out carts, mulch, limbs and leaves).

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other						150					150
<b>Capital Total</b>	-	-	-	-	-	150	-	-	-	-	150

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Asphalt Resurfacing

**Department:** Public Services

**Project Description:** Each year, project funding will pave approximately seven lane miles, which provides for a 50-year resurfacing cycle. Without additional funding, this number will worsen as construction and material costs increase. A 25-year cycle is recommended; therefore, the City can invest in increased resurfacing as fiscally able.

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	500	500	500	500	500	500	500	500	500	500	5,000
Other											-
<b>Capital Total</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>5,000</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Bridge Maintenance

**Department:** Public Services

**Project Description:** NCDOT will contract Engineers to do an inspection of all bridges. Once the inspections are complete, we apply for permitting to start the recommended repairs. Permitting approval could take up to one year for approval. The City is responsible for maintenance on five bridges. They are located on Arlington Street, Ryan Street, Shoher Bridge on Ellis Street, Bank Street, and Fisher Street. We are also responsible for two bridges on the greenway, which are built to withstand the weight of a small maintenance vehicle.

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other		120		120		120		120		120	600
<b>Capital Total</b>	-	120	-	120	-	120	-	120	-	120	600

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Solid Waste Rollouts

**Department:** Public Services

**Project Description:** Fiscal Year 2020 is the final year of a five-year project to replace solid waste rollouts, which are needed to be compatible with our new automated trucks.

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other	-	80									80
<b>Capital Total</b>	-	80	-	-	-	-	-	-	-	-	80

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** New Finance Software

**Department:** Finance

**Project Description:** Our current budget software was built in-house using Microsoft Access and has limited ability. The City has completed demos on several products and would like to move the City to a system that is multifaceted and built for governmental use. The MUNIS system will allow the City to utilize a single system across multiple functions within the City. Currently, the City is using MUNIS for our HR/Payroll system.

**Proposed Funding Source:** General Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other	350										350
<b>Capital Total</b>	<b>350</b>	-	-	-	-	-	-	-	-	-	350

**Operating Fund Impact:** None



**City of Salisbury**  
**10 Year Capital Improvement Program**

**Water & Sewer Fund**

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**City of Salisbury**  
**10 Year Capital Improvement Program**  
**Water & Sewer Fund**

Department	Project Name	Fiscal Year				
		2019	2020	2021	2022	2023
Administration	Maintenance Building Up fit (Cemetery Street)	-	100,000	100,000	-	-
Raw Water	Raw Water Pump Station Improvements	-	-	-	-	-
	Raw Water Piping 24" Concrete Pipe	-	150,000	-	-	-
	Electrical System Upgrade	-	100,000	-	-	-
	Intake Wing Wall Rehab	-	220,000	-	-	-
Raw Water	Raw Water Reservoir Dredging	-	200,000	-	-	-
Raw Water	Raw Water NEW Raw Water Pump Station	-	-	-	-	-
	New Raw Water Pump Station Design	-	750,000	-	-	-
	New Raw Water Pump Station Construction	-	-	5,350,000	5,350,000	-
Raw Water	Water Treatment Raw Water Reservoir (30MG)	-	-	-	-	3,000,000
Water Treatment Plant	Security Improvements	-	100,000	-	-	-
Water Treatment Plant	Water Treatment Plant Upgrades	-	-	-	-	-
	Residuals Handling Upgrades	-	500,000	-	-	-
	Sedimentation Basins Rehab/by-pass	1,401,616	-	-	-	-
	Control Room Upgrade	-	-	100,000	-	-
	Finished Water Clearwell Storage	-	-	-	-	-
Water Distribution	Water Extensions	-	-	-	-	-
	Water Extensions	250,000	250,000	250,000	250,000	250,000
	Granite Quarry Secondary Waterline	-	500,000	-	-	-
	Rockwell Secondary Waterline	-	500,000	-	-	-
Water Distribution	Water Line Rehab/Replacement	200,000	350,000	400,000	450,000	500,000
Water Distribution	Galvanized Service Replacement Program	-	-	-	-	-
Water Distribution	Elevated Water Storage Tanks	-	-	-	-	-
Water Distribution	Water Distribution Asset Management Contingency	-	-	125,000	125,000	125,000
Sanitary Sewer Collections	Sanitary Sewer Extensions	250,000	250,000	250,000	250,000	250,000
Sanitary Sewer Collections	Sanitary Sewer Line Rehabilitation (I&I Reduction)	300,000	350,000	400,000	450,000	500,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation	-	-	-	-	-
	Grant Creek Interceptor Rehab	-	1,000,000	1,000,000	-	2,000,000
	Town Creek Interceptor Rehab	-	-	1,000,000	-	-
	Crane Creek Interceptor Rehab	-	-	-	2,000,000	-
Sanitary Sewer Lift Stations	Upgrades & Eliminations	-	-	-	-	-
	Upgrades (Crane Creek)	1,000,000	-	-	-	-
	Eliminations (Hitachi LS)	-	600,000	-	-	-
	Eliminations (St Luke LS)	500,000	-	-	-	-
Wastewater Treatment Plant	WWTP Improvements	-	-	-	-	-
	Grant Creek Influent Pump Station Replacement	5,000,000	6,750,000	-	-	-
	Town Creek Access Road Remote	500,000	-	-	-	-
	Septage Receiving Station	500,000	-	-	-	-
	Nutrient Removal Facility	-	-	-	-	-
Wastewater Treatment Plant	Wastewater Treatment Asset Management Contingency	-	-	125,000	125,000	125,000
		<b>9,901,616</b>	<b>12,670,000</b>	<b>9,100,000</b>	<b>9,000,000</b>	<b>6,750,000</b>

**City of Salisbury**  
**10 Year Capital Improvement Program**  
**Water & Sewer Fund**

Department	Project Name	Fiscal Year					10 Year Total
		2024	2025	2026	2027	2028	
Administration	Maintenance Building Up fit (Cemetery Street)	-	-	-	-	-	200,000
Raw Water	Raw Water Pump Station Improvements	-	-	-	-	-	-
	Raw Water Piping 24" Concrete Pipe	-	-	-	-	-	150,000
	Electrical System Upgrade	-	-	-	-	-	100,000
	Intake Wing Wall Rehab	-	-	-	-	-	220,000
	Raw Water Reservoir Dredging	-	-	-	-	-	200,000
Raw Water	Raw Water NEW Raw Water Pump Station	-	-	-	-	-	-
	New Raw Water Pump Station Design	-	-	-	-	-	750,000
	New Raw Water Pump Station Construction	-	-	-	-	-	10,700,000
Raw Water	Water Treatment Raw Water Reservoir (30MG)	3,000,000	-	-	-	-	6,000,000
Water Treatment Plant	Security Improvements	-	-	-	-	-	100,000
Water Treatment Plant	Water Treatment Plant Upgrades	-	-	-	-	-	-
	Residuals Handling Upgrades	-	-	-	-	-	500,000
	Sedimentation Basins Rehab/by-pass	-	-	-	-	-	1,401,616
	Control Room Upgrade	-	-	-	-	-	100,000
	Finished Water Clearwell Storage	-	2,000,000	-	-	-	2,000,000
Water Distribution	Water Extensions	-	-	-	-	-	-
	Water Extensions	250,000	250,000	250,000	250,000	250,000	2,500,000
	Granite Quarry Secondary Waterline	-	-	-	-	-	500,000
	Rockwell Secondary Waterline	-	-	-	-	-	500,000
Water Distribution	Water Line Rehab/Replacement	550,000	600,000	650,000	700,000	700,000	5,100,000
Water Distribution	Galvanized Service Replacement Program	5,000,000	-	-	-	-	5,000,000
Water Distribution	Elevated Water Storage Tanks	-	1,500,000	-	-	-	1,500,000
Water Distribution	Water Distribution Asset Management Contingency	125,000	125,000	125,000	125,000	-	875,000
Sanitary Sewer Collections	Sanitary Sewer Extensions	250,000	250,000	250,000	250,000	250,000	2,500,000
Sanitary Sewer Collections	Sanitary Sewer Line Rehabilitation (I&I Reduction)	550,000	600,000	650,000	700,000	750,000	5,250,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation	-	-	-	-	-	-
	Grant Creek Interceptor Rehab	-	-	-	-	-	4,000,000
	Town Creek Interceptor Rehab	-	-	-	-	-	1,000,000
	Crane Creek Interceptor Rehab	-	-	-	-	-	2,000,000
Sanitary Sewer Lift Stations	Upgrades & Eliminations	-	-	-	-	-	-
	Upgrades (Crane Creek)	-	-	-	-	-	1,000,000
	Eliminations (Hitachi LS)	-	-	-	-	-	600,000
	Eliminations (St Luke LS)	-	-	-	-	-	500,000
Wastewater Treatment Plant	WWTP Improvements	-	-	-	-	-	-
	Grant Creek Influent Pump Station Replacement	-	-	-	-	-	11,750,000
	Town Creek Access Road Remote	-	-	-	-	-	500,000
	Septage Receiving Station	-	-	-	-	-	500,000
	Nutrient Removal Facility	-	-	6,000,000	6,000,000	-	12,000,000
Wastewater Treatment Plant	Wastewater Treatment Asset Management Contingency	125,000	125,000	125,000	125,000	-	875,000
		<b>9,850,000</b>	<b>5,450,000</b>	<b>8,050,000</b>	<b>8,150,000</b>	<b>1,950,000</b>	<b>80,871,616</b>

## Capital Improvement Program FY 2019-28

**Project Name:** Maintenance Building Upfit (Cemetery St.)

**Department:** Administration

**Project Description:** The vulnerability assessment mandated by the Environmental Protection Agency (EPA) in FY04 identified utility sites and facilities where security improvements need to be implemented. The recent acquisition of property adjacent to the Water Treatment Plant will allow for additional perimeter fencing that will further limit access to City-owned property in and around the plant.

**Proposed Funding Source:** Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction		100	100								200
Other											-
<b>Capital Total</b>	-	100	100	-	-	-	-	-	-	-	200

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Pump Station Improvements

**Department:** Raw Water

**Project Description:** An existing section of the 24" concrete pipe that conveys raw water from the pump station to the reservoirs needs to be replaced. Additionally, the electrical system needs to be upgraded. Finally, the intake wing wall is scheduled for rehabilitation.

**Proposed Funding Source:** Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		470									470
Other											-
<b>Capital Total</b>	-	470	-	-	-	-	-	-	-	-	470

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Reservoir Dredging

**Department:** Raw Water

**Project Description:** Both raw water reservoirs have accumulated sediment over the years and will require dredging. Removing the accumulated sediment will increase current raw water storage capacities.

**Proposed Funding Source:** Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other		200									200
<b>Capital Total</b>	-	200	-	-	-	-	-	-	-	-	200

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** New Raw Water Pump Station

**Department:** Raw Water

**Project Description:** The existing Raw Water Pump Station was constructed in 1917 and expanded to its current size in the 1950s. In 1968, a new intake was constructed with a withdrawal capacity of 24 MGD. However, all of the structures were built near the river, and sedimentation created by the ALCOA Yadkin project causes more severe flooding. This is the only supply of water for the City of Salisbury and much of Rowan County. The station is both inaccessible and potentially vulnerable during flood events. A need exists to build a new raw water pump station at a location out of the floodplain, as well as increase withdrawal capacity for future system demands.

**Proposed Funding Source:** Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design		750									750
Construction			5,350	5,350							10,700
Other											-
<b>Capital Total</b>	-	750	5,350	5,350	-	-	-	-	-	-	11,450

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Raw Water Reservoir (30MG)

**Department:** Raw Water

**Project Description:** This project includes the design and construction of a new 30 million gallon (30 MG) raw water reservoir. State regulations require a minimum of five days of off-site storage in the event of equipment failure or poor raw water quality. With the expansion of the Water Treatment Plant to 24 MGD, additional reservoir capacity will be needed for the protection of the system.

**Proposed Funding Source:** Water & Sewer Revenue Bonds

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											
Construction					3,000	3,000					6,000
Other											-
<b>Capital Total</b>	-	-	-	-	3,000	3,000	-	-	-	-	6,000

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating											-
Debt Cost						156	312	312	312	312	1,404
<b>Operating Total</b>	-	-	-	-	-	156	312	312	312	312	1,404



## Capital Improvement Program FY 2019-28

**Project Name:** Water Plant Security Improvements

**Department:** Water Treatment Plant

**Project Description:** The vulnerability assessment mandated by the Environmental Protection Agency (EPA) in FY04 identified utility sites and facilities where security improvements need to be implemented. The recent acquisition of property adjacent to the Water Treatment Plant will allow for additional perimeter fencing that will further limit access to City-owned property in and around the plant.

**Proposed Funding Source:** Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction		100									100
Other											-
<b>Capital Total</b>	-	100	-	-	-	-	-	-	-	-	100

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Water Plant Upgrades

**Department:** Water Treatment Plant

**Project Description:** Improvements include rehabilitating or bypassing the sedimentation basins (FY19) in order to improve operational efficiencies. Other upgrades include an improved residual handling facility (FY20), upgrades to the control room (FY21), and the addition of a finished water clearwell (FY25).

**Proposed Funding Source:** Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	1,402	500	100				2,000				4,002
Other											-
<b>Capital Total</b>	<b>1,402</b>	<b>500</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,002</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Water Extensions

**Department:** Water Distribution

**Project Description:** Currently, a single water main feeds the distribution system supplying the towns of Granite Quarry and Rockwell. Multiple feeds would provide a redundant source of water and also improve the hydraulic characteristics of the distribution system (FY20). Funding for future waterline extensions for the City of Salisbury, towns of China Grove, Granite Quarry, Rockwell, and Spencer, as well as Rowan County, is also proposed.

**Proposed Funding Source:** Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	250	250	250	250	250	250	250	250	250	250	2,500
Other											-
<b>Capital Total</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>2,500</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Granite Quarry Secondary Water Line

**Department:** Water Distribution

**Project Description:** Currently, a single water main feeds the distribution system supplying the Town of Granite Quarry. Multiple feeds would provide a redundant source of water and also improve the hydraulic characteristics of the distribution system.

**Proposed Funding Source:** Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction		500									500
Other											-
<b>Capital Total</b>	-	500	-	-	-	-	-	-	-	-	500

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Rockwell Secondary Water Line

**Department:** Water Distribution

**Project Description:** Currently, a single water main feeds the distribution system supplying the Town of Rockwell. Multiple feeds would provide a redundant source of water and also improve the hydraulic characteristics of the distribution system.

**Proposed Funding Source:** Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction		500									500
Other											-
<b>Capital Total</b>	-	500	-	-	-	-	-	-	-	-	500

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Water Line Rehab/Replacement

**Department:** Water Distribution

**Project Description:** Much of the existing distribution system, installed 50-70 years ago, is approaching the end of its useful life. Pipe condition, as well as capacity, will require rehabilitation or replacement in the coming years. Some of this work will be accomplished utilizing trenchless rehabilitation techniques in order to minimize above ground disruptions. However, significant upsizing will require traditional "dig-and-replace" construction

**Proposed Funding Source:** Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	200	350	400	450	500	550	600	650	700	700	5,100
Other											-
<b>Capital Total</b>	<b>200</b>	<b>350</b>	<b>400</b>	<b>450</b>	<b>500</b>	<b>550</b>	<b>600</b>	<b>650</b>	<b>700</b>	<b>700</b>	<b>5,100</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Galvanized Service Replacement Program

**Department:** Water Distribution

**Project Description:** Due to recent national incidents involving lead in drinking water, it is anticipated that future regulatory action will require an elimination of lead piping in drinking water systems. While lead services do not exist in the distribution system, lead "goosenecks" were previously used to connect galvanized service lines to the water main. SRU is in the process of identifying galvanized service lines throughout the system in preparation for a future replacement initiative.

**Proposed Funding Source:** Water & Sewer Revenue Bonds

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction						5,000					5,000
Other											-
<b>Capital Total</b>	-	-	-	-	-	5,000	-	-	-	-	5,000

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating											-
Debt Cost						130	260	260	260	260	
<b>Operating Total</b>	-	-	-	-	-	130	260	260	260	260	1,170

## Capital Improvement Program FY 2019-28

**Project Name:** Elevated Water Storage Tanks

**Department:** Water Distribution

**Project Description:** The existing tanks were located to accommodate the present system. With the expansion of the water system to supply a larger service area, the need for additional storage will be necessary. This will help buffer high-demand periods at the Water Treatment Plant, correct pressure problems, and provide fire protection. Tanks will be needed in the future along Highway 70 and Highway 29 corridors, as demand grows.

**Proposed Funding Source:** Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction							1,500				1,500
Other											-
<b>Capital Total</b>	-	-	-	-	-	-	1,500	-	-	-	1,500

**Operating Fund Impact:** None



## Capital Improvement Program FY 2019-28

**Project Name:** Asset Management Contingency

**Department:** Water Distribution

**Project Description:** SRU received funding from the NC State Water Infrastructure Authority for an Asset Inventory & Assessment Grant. It is expected that additional capital improvement needs will be identified through the course of evaluating existing infrastructure assets and subsequent management plans. More detailed cost estimates will be developed as specific projects are named, and the CIP will be adjusted.

**Proposed Funding Source:** Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction			125	125	125	125	125	125	125		875
Other											-
<b>Capital Total</b>	-	-	125	125	125	125	125	125	125	-	875

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Sanitary Sewer Extensions

**Department:** Sanitary Sewer Collections

**Project Description:** Economic development and environmentally sensitive areas will require the extension of sanitary sewer service. Funding for future sewer extensions for the City of Salisbury, towns of China Grove, Granite Quarry, Rockwell, and Spencer, as well as Rowan County, is proposed.

**Proposed Funding Source:** Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	250	250	250	250	250	250	250	250	250	250	2,500
Other											-
<b>Capital Total</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>2,500</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name** Sanitary Sewer Line Rehabilitation (I&I Reduction)

**Department:** Sanitary Sewer Collections

**Project Description:** Repair aging infrastructure to be in compliance with state and federal standards once identified through regular, mandated inspections. Inflow & Infiltration (I&I) is a significant problem, as it strains existing wastewater treatment plant and sewer lift station capacity, causing occasional overflows and spills. Manholes, sanitary sewer mains, and cross connections identified by SRU staff may be targeted for major repair or replacement using this funding. Rehabilitation projects may consist of replacement, realignment, trenchless rehab, or an upgrade in pipe size to increase capacity.

**Proposed Funding Source:** Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	300	350	400	450	500	550	600	650	700	750	5,250
Other											-
<b>Capital Total</b>	<b>300</b>	<b>350</b>	<b>400</b>	<b>450</b>	<b>500</b>	<b>550</b>	<b>600</b>	<b>650</b>	<b>700</b>	<b>750</b>	<b>5,250</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2019-28

**Project Name:** Sanitary Sewer Interceptor Rehabilitation

**Department:** Sanitary Sewer Collections

**Project Description:** Much of the existing gravity interceptors were installed 30-40 years ago and are approaching the end of useful life. Pipe condition, as well as capacity, will require rehabilitation or replacement in the coming years. Some of this work will be accomplished utilizing trenchless rehabilitation techniques in order to minimize above ground disruptions. However, significant upsizing will require traditional "dig-and-replace" construction. Assessments are planned for the older sections of the Grants Creek, Town Creek, and Crane Creek interceptors in the next one-two years.

**Proposed Funding Source:** Water & Sewer Revenue Bonds

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		1,000	2,000	2,000	2,000						7,000
Other											-
<b>Capital Total</b>	-	1,000	2,000	2,000	2,000	-	-	-	-	-	7,000

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating											-
Debt		78	156	156	156	156	156	156	156	156	1,326
<b>Operating Total</b>	-	78	156	156	156	156	156	156	156	156	1,326

## Capital Improvement Program FY 2019-28

**Project Name:** Lift Stations Upgrades & Eliminations

**Department:** Sewer Lift Stations

**Project Description:** Sanitary sewer lift stations create a single point of failure and often limit capacity in the collection system, with higher operational and maintenance costs. When possible, lift stations are eliminated through the installation of gravity sewer extensions. Hitachi (FY19) and St. Luke's (FY20) are scheduled for elimination. Crane Creek lift station cannot be eliminated and is currently under design for improvements that will increase efficiency and capacity, as well as operational redundancy.

**Proposed Funding Source:** Water & Sewer Fund

Water & Sewer Revenue Bonds

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	1,500	600									2,100
Other											-
<b>Capital Total</b>	<b>1,500</b>	<b>600</b>	-	-	-	-	-	-	-	-	2,100

**Operating Fund Impact:** Replace aging infrastructure, increase capacity, regulatory compliance. Net positive impact on operational costs. Some impact on operations through higher debt service costs.

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating		(12)	(27)	(27)	(27)	(27)	(27)	(27)	(27)	(27)	(228)
Debt Cost	13	26	26	26	26	26	26	26	26	26	247
<b>Operating Total</b>	<b>13</b>	<b>14</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>(1)</b>	<b>19</b>

## Capital Improvement Program FY 2019-28

**Project Name:** Wastewater Treatment Plant Improvements

**Department:** Wastewater Treatment Plant

**Project Description:** Improvements and upgrades to the wastewater treatment facilities are required in order to maintain regulatory compliance and repair/replace aging equipment.

Projects include:

- Grant Creek influent pump station and headworks replacement
- Town Creek access road re-route
- Septage receiving station
- Nutrient removal upgrades

**Proposed Funding Source:** Water & Sewer Revenue Bonds

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction	6,000	6,750						6,000	6,000		24,750
Other											-
<b>Capital Total</b>	<b>6,000</b>	<b>6,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,000</b>	<b>6,000</b>	<b>-</b>	<b>24,750</b>

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating											-
Debt Cost	312	975	663	1,326	1,326	1,326	1,326	1,326	1,326	1,326	11,232
<b>Operating Total</b>	<b>312</b>	<b>975</b>	<b>663</b>	<b>1,326</b>	<b>1,326</b>	<b>1,326</b>	<b>1,326</b>	<b>1,326</b>	<b>1,326</b>	<b>1,326</b>	<b>11,232</b>

## Capital Improvement Program FY 2019-28

**Project Name:** Asset Management Contingency

**Department:** Wastewater Treatment Plant

**Project Description:** SRU received funding from the NC State Water Infrastructure Authority for an Asset Inventory & Assessment Grant. It is expected that additional capital improvement needs will be identified through the course of evaluating existing infrastructure assets and subsequent management plans. More detailed cost estimates will be developed as specific projects are named, and the CIP will be adjusted.

**Proposed Funding Source:** Water & Sewer Fund

	FY-19	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction			125	125	125	125	125	125	125		875
Other											-
<b>Capital Total</b>	-	-	125	125	125	125	125	125	125	-	875

**Operating Fund Impact:** None





## DEBT MANAGEMENT PROGRAM

### OUTSTANDING DEBT

As of June 30, 2018, the City of Salisbury will have \$53,767,731 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
Installment Purchases	<u>\$ 4,235,005</u>
Water and Sewer Fund:	
Revenue Bonds	\$ 20,674,124
Capital Leases/Installment Purchases	2,350,602
State Clean Water Revolving Loans	<u>1,220,000</u>
	<u>\$ 24,244,726</u>
Fibrant Communications Fund:	
Installment Purchases	<u>\$ 25,140,000</u>
HUD Fund:	
Section 108 Loan	<u>\$ 148,000</u>
Total	<u>\$ 53,767,731</u>

### General Fund/General Fund Capital Reserve Fund

The City has entered into various installment purchase contracts to finance the acquisition and renovation of various equipment and facilities. These installment purchase contracts are as follows:

	<b><u>Balance</u></b> <b><u>June 30, 2018</u></b>
\$3,565,680 Installment Purchase Contract for construction and facilities improvements, rate of 3.83%, issued May 2006, payable in 30 semi-annual payments of \$118,856 principal plus interest	\$ 713,136
\$690,000 Refunding Installment Purchase Contract dated September 14, 2016, interest rate 2.06%, payable in 3 annual principal payments, plus semi-annual interest payments	230,000
\$2,417,601 Installment Purchase Contract to purchase telecommunications equipment, rate of 1.85%, issued August 2013, payable in 20 semi-annual payments of \$120,880 principal plus interest	1,329,681
\$1,962,188 Installment Purchase Contract to purchase new fire trucks, rate of 2.68%, issued March 2018, payable in 12 semi-annual payments of \$165,515 principal plus interest	<u>1,962,188</u>
	<u><u>\$ 4,235,005</u></u>

Future maturities and interest on General Fund long-term debt are:

Year Ending	Installment Purchases	
June 30,	Principal	Interest
2019	1,036,503	110,730
2020	806,503	76,827
2021	806,503	54,467
2022	568,791	34,296
2023	568,791	20,997
2024	447,911	7,698
Totals	\$ 4,235,005	\$ 305,015

### Water and Sewer Fund

Long-term debt of the Water and Sewer Fund includes the following revenue bond issues:

	<b>Balance</b>
	<b><u>June 30, 2018</u></b>
Revenue Bonds 2006, average rate of 3.99%, issued December 2006, maturing serially to 2026	\$ 3,136,124
Revenue Bonds 2009, average rate of 4.14%, issued October 2009, maturing serially to 2025	3,263,000
Refunding Water and Sewer Series 2010, average rate of 3.0425%, issued November 2010, maturing serially to 2027	9,920,000
Refunding Water and Sewer Series 2012, rate of 2.615%, issued April 2012, maturing serially to 2028	<u>4,355,000</u>
	<u><u>\$20,674,124</u></u>

The Revenue Bond General Trust Indenture requires that the City must maintain certain debt covenants relating to reporting requirements, annual budgets, and minimum utility funds revenues. Net revenues available for revenue bond debt service cannot be less than 120% of the long-term debt service requirement for parity indebtedness and 100% for all general obligation debt. The calculations of the City's revenue bond coverage for the last three years are as follows:

<b>Fiscal Year</b>	<b>Gross Revenues (1)</b>	<b>Operating Expenditures(2)</b>	<b>Net Revenues Available for Revenue Bond Debt Service</b>	<b>Debt Service Requirements (3)</b>		<b>Coverage Ratios</b>	
				<b>Parity Debt</b>	<b>All Debt</b>	<b>Parity Debt</b>	<b>All Debt</b>
2015	24,410,819	14,465,712	9,945,107	3,010,325	6,292,092	330.37%	158.06%
2016	23,734,822	14,690,866	9,043,956	3,012,537	5,218,769	300.21%	173.30%
2017	26,102,355	15,191,893	10,910,462	3,004,086	4,895,495	363.19%	222.87%

(1) Total operating revenues plus investment earnings exclusive of revenue bond investment earnings.

(2) Total operating expenses exclusive of depreciation.

(3) Parity debt includes revenue bonds only.

The City has entered into various agreements to lease certain water and sewer distribution systems. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception. Interest rates on these agreements range from 3.385% to 5.6%. The City has recorded water and sewer assets related to these leases at the City's cost of \$20,258,125. The future minimum lease payments at June 30, 2018, total \$1,810,506, including \$170,727 of interest. Upon completion of these lease payments, the City will take ownership of the related assets.

On August 7, 2013, the City entered into an installment purchase contract for telecommunications equipment in the amount of \$1,292,399, at a rate of 1.85%, payable in 20 semi-annual payments of \$64,620 principal, plus interest.

In addition to this debt, the City also owes the State of North Carolina for debt issued through its Clean Water Revolving Loan program. One of these loans was refinanced by the State of North Carolina reducing the average interest rate from 5.03% to 3.43%, resulting in total savings over the remaining life of the loan of \$573,284. Total Clean Water Debt is composed of the following two loans:

	<b><u>Balance June 30, 2018</u></b>
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued November 1989, revised May 1, 2003, to 3.43%, maturing serially to 2020	\$ 300,000
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued June 2000, maturing serially to 2020	<u>920,000</u>
	<b><u>\$ 1,220,000</u></b>

Future maturities and interest of Water and Sewer Fund for all types of long-term debt are:

Year	Revenue Bonds		Clean Water Bonds		Captl Leases/Instmt Purchases		Total	
Ending	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
June 30,								
2019	2,026,435	838,928	610,000	31,720	388,730	54,776	3,025,165	925,424
2020	2,107,251	753,838	610,000	15,860	368,730	44,401	3,085,981	814,099
2021	2,188,586	674,721	-	-	348,730	35,209	2,537,316	709,930
2022	2,280,461	582,587	-	-	338,730	27,130	2,619,191	609,717
2023	2,374,898	486,362	-	-	338,730	19,655	2,713,628	506,017
2024	2,480,920	385,962	-	-	190,203	12,180	2,671,123	398,142
2025	2,577,550	280,842	-	-	125,583	8,684	2,703,133	289,526
2026	2,142,813	182,801	-	-	125,583	5,789	2,268,396	188,590
2027	2,010,210	92,587	-	-	125,583	2,895	2,135,793	95,482
2028	485,000	11,737	-	-	-	-	485,000	11,737
Totals	<u>\$ 20,674,124</u>	<u>\$ 4,290,365</u>	<u>\$ 1,220,000</u>	<u>\$ 47,580</u>	<u>\$ 2,350,602</u>	<u>\$ 210,719</u>	<u>\$ 24,244,726</u>	<u>\$ 4,548,664</u>

### Fibrant Communications Fund

Long-term debt of the Fibrant Communications Fund includes the following installment purchase debt issue:

	<b><u>Balance June 30, 2018</u></b>
Installment Purchase Refunding, issued December 2008, revised September 2016, rate 2.06%, maturing 2029	<u>\$ 25,140,000</u>

In December 2008, the City issued \$33,560,000 in Series 2008 certificates of participation. This issue was part of a larger issue that totaled \$35,865,000 in Series 2008 certificates of participation. The \$33,560,000 was issued at an average coupon rate of 5.33%, maturing serially to 2029. In April 2013, the City issued \$16,928,000 in Refunding Certificates of Participation to refund a portion of the Series 2008. The City completed the refunding to reduce its total debt service payments by \$2,086,141 and to obtain an economic gain (difference between the present value of the old and new debt service payments) of \$1,968,375. On September 14, 2016, the City completed a \$29,680,000 Installment Financing to advance refund the \$30,983,000 outstanding Certificates of Participation above. As a result of this refunding, the Certificates of Participation were considered to be defeased. The City completed the advance refunding and reduced its total debt service payments over 13 years by \$5,599,305.

Future maturities and interest on Fibrant Communications Fund long-term debt are:

<b>Year Ending June 30,</b>	<b>Installment Purchases</b>	
	<b>Principal</b>	<b>Interest</b>
2019	2,070,000	511,122
2020	2,105,000	475,242
2021	2,145,000	431,879
2022	2,195,000	387,692
2023	2,235,000	342,475
2024	2,280,000	296,434
2025	2,330,000	249,466
2026	2,375,000	201,468
2027	2,425,000	152,543
2028	2,475,000	102,588
2029	2,505,000	51,603
Totals	<u>\$ 25,140,000</u>	<u>\$ 3,202,512</u>

### **Special Revenue Fund**

The City borrowed funds on loan from the U. S. Department of Housing and Urban Development pursuant to Section 108 of Title I of the Community Development Act of 1974. The loan was used to renovate two buildings to form a new community center. The City borrowed a total of \$596,000 under this loan.

Future maturities and interest are:

<b>Year Ending June 30,</b>	<b>HUD Section 108 Loan</b>	
	<b>Principal</b>	<b>Interest</b>
2019	32,000	7,288
2020	34,000	5,499
2021	34,000	3,630
2022	34,000	1,740
2023	14,000	395
Totals	<u>\$ 148,000</u>	<u>\$ 18,552</u>

### **PROPOSED DEBT**

The City of Salisbury anticipates three separate debt issuances during FY2018-2019:

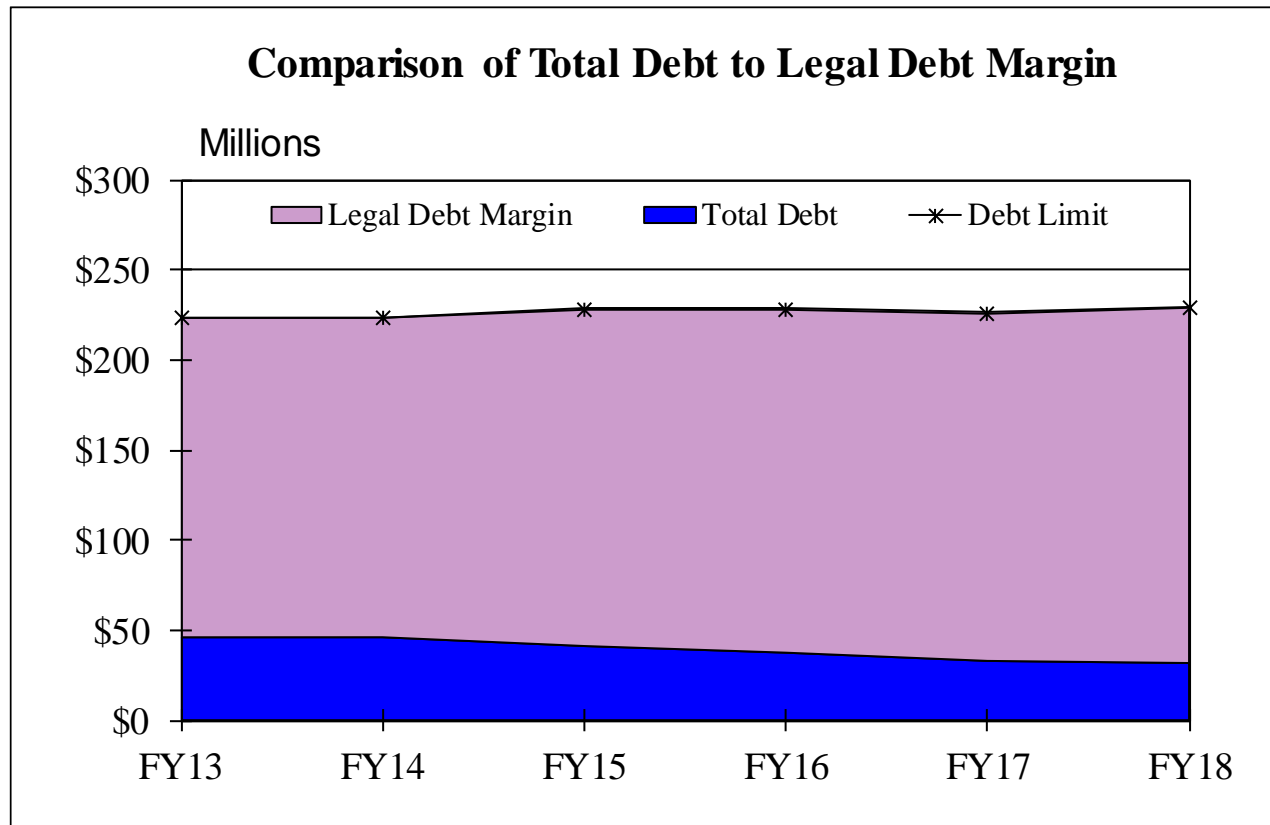
In the General Fund, the City plans to construct a new fire station in order to more efficiently provide fire protection services within the City's limits. The City is in the process of completing the bidding process, but expects to use installment financing of approximately \$6,300,000. The estimated timing for this financing to be completed is in the first quarter of the fiscal year. This debt payment and subsequent interest has been budgeted in the General Fund in FY2018-2019.

In the Water & Sewer Fund, the City anticipates completing several wastewater projects with revenue bond financing. These projects include Grants Creek pump station replacement, Town Creek access road, septage receiving station, and St. Luke's lift station elimination. The City plans to issue revenue bonds totaling \$13,000,000 in the second half of FY2018-2019 for these projects. The first payment for this debt issuance is not anticipated to be paid until FY2019-2020.

In April 2018, the City entered into a lease with a third party entity to provide our City's broadband services. Due to the nature of this lease, the City must refund/refinance the outstanding installment debt to a taxable debt. The City anticipates this transaction will be approximately \$25,370,000 and will be completed in the fourth quarter of FY2017-2018 or first quarter of FY2018-2019. The current tax-exempt debt and increased cost for taxable debt has been budgeted in the current FY2018-2019 budget.

### LEGAL DEBT MARGIN

As shown on the graph below, the City has maintained an ample legal debt margin. This margin is based on a debt limit of 8% of assessed valuation less total debt as required by North Carolina General Statutes. The margin allows for the incurring of proposed debt to finance the needed infrastructure projects and equipment as outlined in the CAPITAL IMPROVEMENT PROGRAM section. Furthermore, the City complies with the Debt Management Policy as defined in the FINANCIAL MANAGEMENT POLICIES.



### Computation of Legal Debt Margin at June 30, 2018:

Debt limit: Total assessed value of \$2,866,676,769 x 8%		\$ 229,334,142
Amount of debt applicable to debt limit:		
Total certificates of participation		25,370,000
General Fund	230,000	
Fibrant Communications Fund	25,140,000	
Total capitalized lease obligation		6,355,603
General Fund	4,005,005	
Water & Sewer Fund	2,350,598	
	Total amount of debt applicable to debt limit	<u>31,725,603</u>
LEGAL DEBT MARGIN		<u>\$ 197,608,539</u>

### DIRECT AND OVERLAPPING DEBT

The table below shows the computation of direct and overlapping debt from the City and Rowan County. These amounts are as of June 30, 2017.

<u>Governmental Unit</u>	<u>Debt Outstanding</u>	<u>Estimated Percentage Applicable</u>	<u>Estimated Share of Overlapping Debt</u>
Debt repaid with property taxes: Rowan County	\$ 63,247,509	23.72%	\$ 14,999,254
City of Salisbury direct debt			<u>2,982,289</u>
Total direct and overlapping debt			<u>\$ 17,981,543</u>

Sources: Assessed value data used to estimate applicable percentages and outstanding debt data provided by Rowan County Finance Department.

Note: Overlapping governments are those that coincide, at least in part, with the geographic boundaries of the city. This schedule estimates the portion of the outstanding debt of those overlapping governments that is borne by the residents and businesses of the City of Salisbury. This process recognizes that, when considering the government's ability to issue and repay long-term debt, the entire debt burden borne by the residents and businesses should be taken into account. However, this does not imply that every taxpayer is a resident, and therefore responsible for repaying the debt, of each overlapping government.

# **PERFORMANCE MEASUREMENT**

## **North Carolina Benchmarking Project**

This section summarizes Salisbury's results in the North Carolina Benchmarking Project. The following pages present performance and cost information for the City of Salisbury in comparison to 14 other cities participating in the project along with explanatory information about the services. This information is reprinted from the School of Government report entitled "North Carolina Benchmarking Project – Final Report on City Services for Fiscal Year 2016-17 Performance and Cost Data" dated May 2018. Specific information on the other cities' results and a discussion about the performance measures can be found in the official publication.

### **The Benchmarking Project**

The North Carolina Benchmarking Project is an ongoing effort by several cities in North Carolina to both measure and compare local government services and costs and to identify "best practices". The City of Salisbury is a long-standing participant in the Benchmarking Project, which includes the cities of Apex, Asheville, Chapel Hill, Charlotte, Concord, Greensboro, Goldsboro, Greenville, Hickory, High Point, Raleigh, Salisbury, Wilson, Winston-Salem. Coordinated by the School of Government at the University of North Carolina, Chapel Hill, the report analyzed the following local services: residential refuse collection, household recycling, yard waste and leaf collection, police services, emergency communications, asphalt maintenance and repair, fire services, fleet maintenance, human resources, water production and distribution, wastewater collection and treatment, and parks and recreation services.

The scope and purpose of the North Carolina Benchmarking Project includes the following:

- Developing methods for North Carolina's cities to use in their efforts to measure, assess, and improve the performance and costs of public services and test and refine these methods by applying them to a select group of local government services
- Producing reliable data that the participating local jurisdictions can use in assessing the performance and costs of the services studied in the project
- Providing information to help local governments identify performance benchmarks as well as innovative or improved methods of service delivery
- Identifying and adopting best practices

By participating in the Benchmarking Project, local governments receive comparative performance and cost data to track their performance and costs in relation to other local governments, along with their own historical performance and cost data. By using this information, local governments strive to provide services more efficiently and cost-effectively to the citizens we serve.

### **Performance Measurement as Standard Management Practice in Salisbury**

The City of Salisbury is looking at other options to replace the North Carolina Benchmarking Project in FY2018-19.

Fiscal Year 2016–17

**Explanatory Information****Service Level and Delivery**

Salisbury provides residential refuse collection service once per week at curbside. Backyard collection service is provided for disabled customers only. The City charges a monthly fee of \$15.12 for all solid waste collection.

The City used one-person crews in FY 2016–17, typically in four trucks. Fifteen collection routes were serviced, with an average of one 10-mile trip per route per day to the landfill.

Each resident has one 96-gallon roll-out cart provided and paid for by the City. A second cart may be obtained. The City collected 9,223 tons of residential refuse during FY 2016–17, at a cost per ton of \$103. Not included in the cost per ton was a \$36 landfill tipping fee.

Salisbury defines its semi-automated packers as low-entry compactors that can be driven from either side of the truck, with the refuse being dumped in the rear of the truck from roll-out carts. The City is relying mostly on one-arm collection trucks.

**Conditions Affecting Service, Performance, and Costs**

Salisbury's total tons collected includes bulk trash, which is collected along with residential refuse and cannot be separated for reporting purposes.

**Municipal Profile**

Population (OSBM 2016)	34,459
Land Area (Square Miles)	22.28
Persons per Square Mile	1,547
Median Family Income U.S. Census 2010	\$40,192

**Service Profile**

FTE Positions—Collection	5.0
FTE Positions—Other	1.0
Type of Equipment	3 automated packers 2 packers
Size of Crews (most commonly used)	1 & 2 person
Weekly Routes	15
Average Distance to Disposal Site	10 miles
Average Daily Trips to Disposal Site	1
Percentage of Service Contracted	0%
Collection Frequency	1 x week
General Collection Location	Curbside
Residential Customers (number represents collection points)	11,095
Tons Collected	9,223
Monthly Service Fee	\$15.12

**Full Cost Profile**

Cost Breakdown by Percentage	
Personal Services	39.6%
Operating Costs	29.9%
Capital Costs	30.5%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$377,850
Operating Costs	\$285,657
Capital Costs	\$290,793
TOTAL	\$954,299



# Salisbury

# Residential Refuse Collection

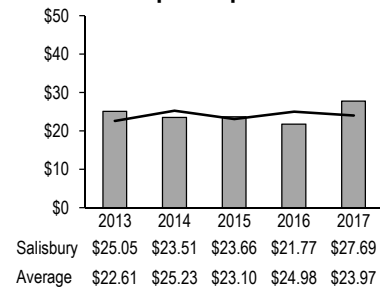
Key: Salisbury ■

Benchmarking Average —

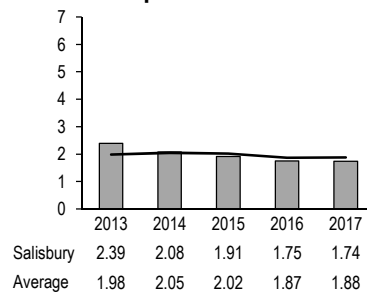
Fiscal Years 2013 through 2017

## Resource Measures

**Residential Refuse Collection  
Costs per Capita**

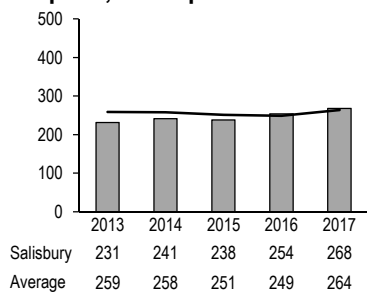


**Residential Refuse FTEs per 10,000  
Population**

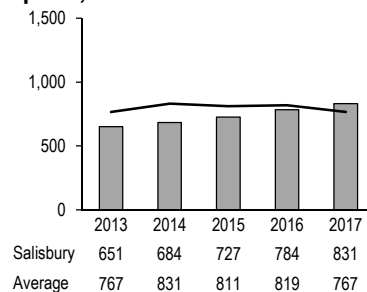


## Workload Measures

**Residential Refuse Tons  
per 1,000 Population**

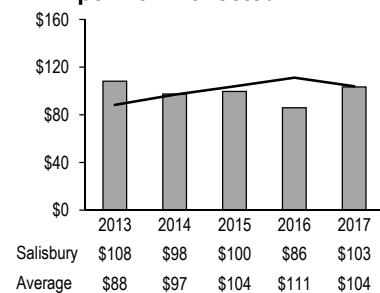


**Residential Refuse Tons  
per 1,000 Collection Points**

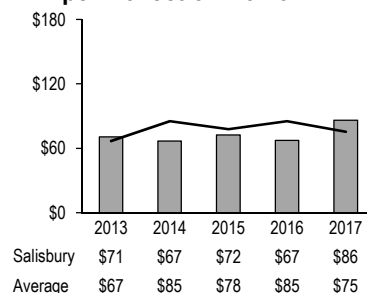


## Efficiency Measures

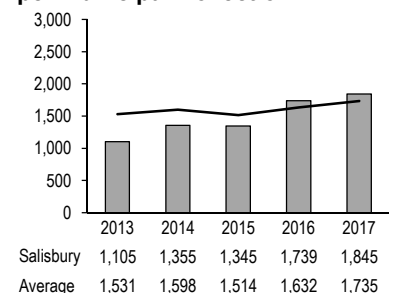
**Residential Refuse Collection Cost  
per Ton Collected**



**Residential Refuse Collection Cost  
per Collection Point**

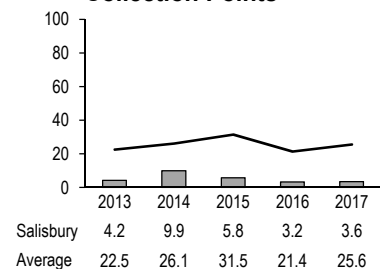


**Refuse Tons Collected  
per Municipal Collection FTE**

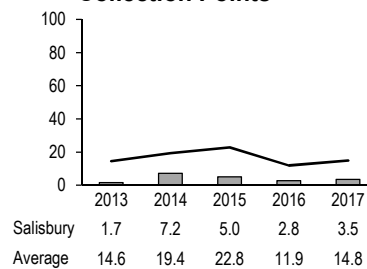


## Effectiveness Measures

**Complaints per 1,000  
Collection Points**



**Valid Complaints per 1,000  
Collection Points**



Fiscal Year 2016–17

**Explanatory Information****Service Level and Delivery**

Salisbury provides every-other-week curbside collection of recyclable materials from households. The City charged a monthly recycling fee of \$4.03 in FY 2016–17. Through the City contractor residents are provided with a 96-gallon recycling roll-out container. The City contracts 100 percent of its recycling program. Recyclables are collected by the contractor and taken to the recycling site. The recyclable materials collected include:

- glass (all colors)
- newspaper
- magazines and catalogs
- mixed paper and mail
- telephone books
- cardboard—broken down and cereal boxes
- all plastics
- aluminum cans
- steel cans.

**Conditions Affecting Service, Performance, and Costs**

The set-out rate was reported monthly by the contractor. The City reserves the right to conduct unannounced follow-up inspections of the collection process.

**Municipal Profile**

Population (OSBM 2016)	34,459
Land Area (Square Miles)	22.28
Persons per Square Mile	1,547
Median Family Income U.S. Census 2010	\$40,192

**Service Profile**

FTE Positions—Collection	Contractor
FTE Positions—Other	Contractor
Number of City Drop-Off Centers	0
Other Drop-Off Centers	0
Percentage of Service Contracted	100%
Collection Frequency	Every 2 weeks
General Collection Location	Curbside
Recyclables Sorted at Curb	No
Collection Points	11,095
Tons of Recyclables Collected	
Curbside	1,581
City Drop-Off Centers	0
Total Tons Collected	1,581
Monthly Service Fee	\$0.00
Revenue from Sale of Recyclables	\$0
Sale Revenue as Percentage of Cost	NA

**Full Cost Profile**

Cost Breakdown by Percentage	
Personal Services	0.0%
Operating Costs	100.0%
Capital Costs	0.0%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$0
Operating Costs	\$319,466
Capital Costs	\$0
TOTAL	\$319,466

# Salisbury

# Household Recycling

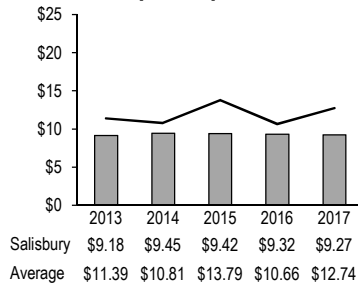
Key: Salisbury ■

Benchmarking Average —

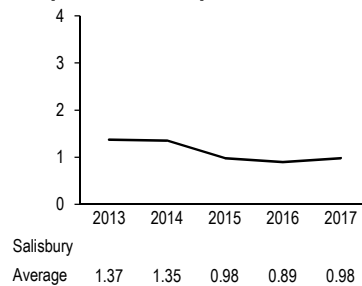
Fiscal Years 2013 through 2017

## Resource Measures

**Recycling Services  
Cost per Capita**

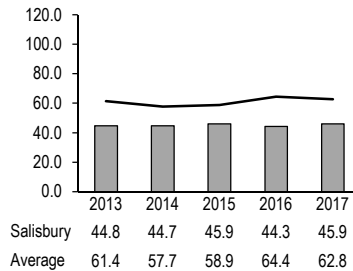


**Recycling Services FTEs  
per 10,000 Population**

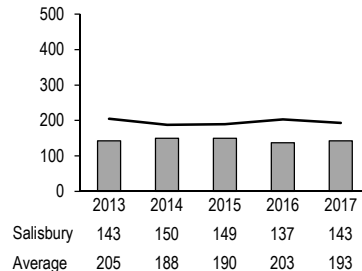


## Workload Measures

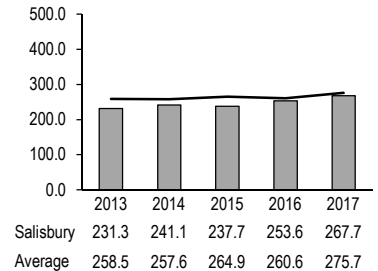
**Tons Recyclables Collected  
per 1,000 Population**



**Tons Recyclables Collected  
per 1,000 Collection Points**

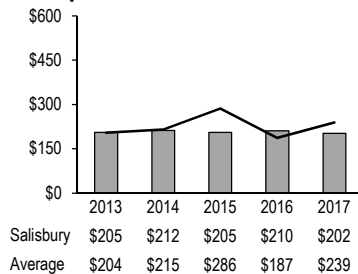


**Tons Solid Waste Landfilled  
per 1,000 Population**

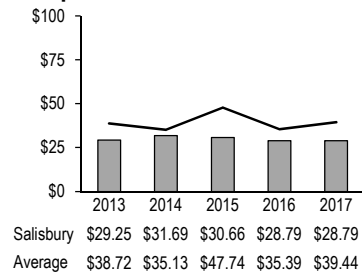


## Efficiency Measures

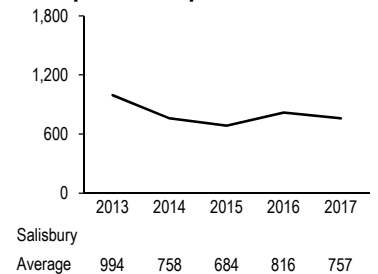
**Recycling Services Cost  
per Ton Collected**



**Recycling Services Cost  
per Collection Point**

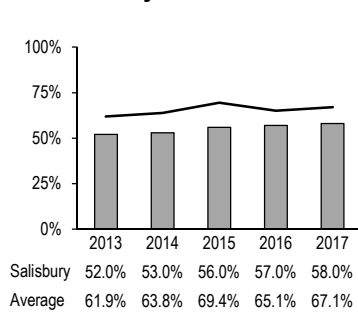


**Tons Collected Curbside  
per Municipal FTE**

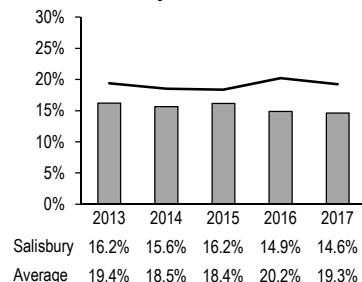


## Effectiveness Measures

**Community Set-Out Rate**



**Tons Recycled as Percentage of Tons  
Refuse and Recyclables Collected**



Fiscal Year 2016–17

**Explanatory Information****Service Level and Delivery**

Yard waste is picked up weekly at the curb in Salisbury. Yard waste includes limbs, shrubs, bagged grass clippings, and bagged leaves. It is collected the same day as trash and recycling materials for city residents.

The City uses two or three two-person crews, each consisting of a driver and laborer, on packer trucks for yard waste collection. One to two additional two-member crews operating two knuckleboom trucks collect large brush piles and limbs. One supervisor patrols the routes throughout the day, coordinating pickups and responding to citizen requests.

Loose leaves are collected curbside during leaf season, which runs from mid-October through March. Loose leaves are collected every third week during leaf season. Bagged leaves are collected as part of the weekly yard waste program.

One to seven crews, each composed of an operator, a street maintenance worker, and a seasonal worker, are used for the annual leaf collection program. This service includes costs to manage a treatment and process site where material is ground up and a composting site. Three positions operate these sites and are included in the positions.

**Conditions Affecting Service, Performance, and Costs**

The startup of the Salisbury composting site caused some of the data on tons of material collected to be lost during the transition. The tonnage numbers reported for FY2014–15 are lower than the actual numbers but an adjustment was not possible.

Yard waste tonnage in the fiscal year was lower than in previous years. This is due to improved accuracy in reporting by better matching volume and estimated weight in the yard waste stream.

**Municipal Profile**

Population (OSBM 2016)	34,459
Land Area (Square Miles)	22.28
Persons per Square Mile	1,547
Median Family Income U.S. Census 2010	\$40,192

**Service Profile**

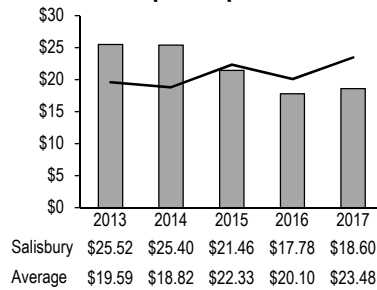
FTE Positions—Collection	8.0
FTE Positions—Other	0.75
Collection Frequency	
Yard Waste	1 x week
Seasonal Leaf Collection	1 x 3 weeks
Collection Points	10,961
Tons Collected	
Yard Waste	1,743
Seasonal Leaves	<u>2,541</u>
Total Tons Collected	4,283
Monthly Service Fee	No

**Full Cost Profile**

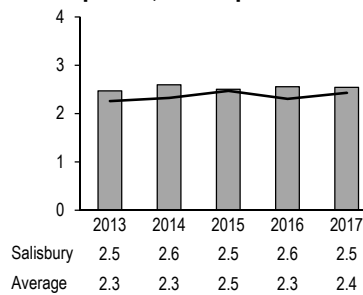
Cost Breakdown by Percentage	
Personal Services	55.8%
Operating Costs	23.9%
Capital Costs	<u>20.3%</u>
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$357,631
Operating Costs	\$153,009
Capital Costs	<u>\$130,157</u>
TOTAL	\$640,797

## Resource Measures

**Yard Waste and Leaf Collection  
Costs per Capita**

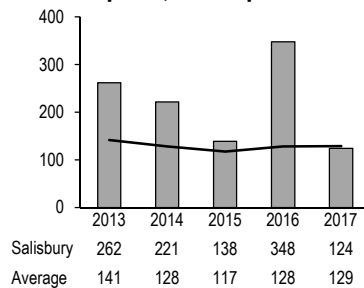


**Yard Waste and Leaf Collection  
FTEs per 10,000 Population**

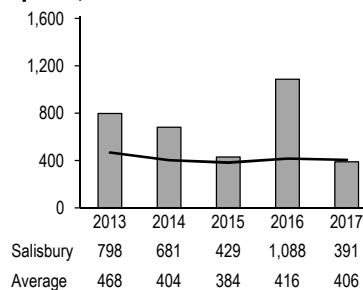


## Workload Measures

**Yard Waste and Leaf Tons  
Collected per 1,000 Population**

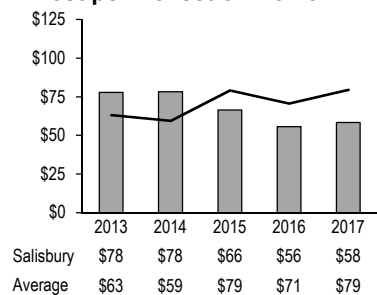


**Yard Waste and Leaf Tons Collected  
per 1,000 Collection Points**

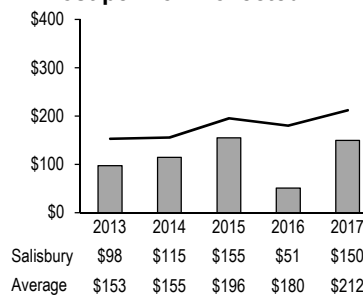


## Efficiency Measures

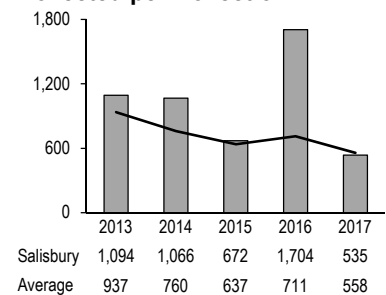
**Yard Waste and Leaf Collection  
Cost per Collection Point**



**Yard Waste and Leaf Collection  
Cost per Ton Collected**

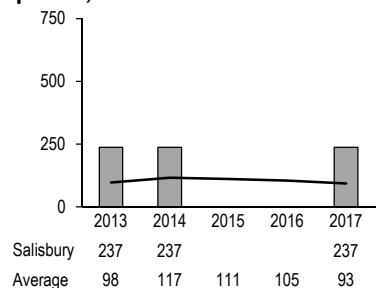


**Yard Waste and Leaf Tons  
Collected per Collection FTE**

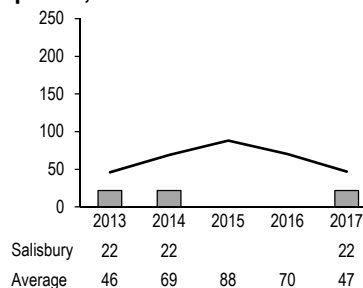


## Effectiveness Measures

**Collection Complaints  
per 10,000 Collection Points**



**Valid Complaints  
per 10,000 Collection Points**



## Fiscal Year 2016–17

**Explanatory Information****Service Level and Delivery**

Salisbury's Police Department provides an array of police services, including patrol, investigations, traffic, canine, special response, drug enforcement, a school program, and other programs.

The City had 81 sworn officer positions authorized for the fiscal year, with an average length of service of 11.9 years. The Police Department is located in a two-story facility.

Uniformed officers work a variety of shift schedules. The most common schedule is one 12-hour shift, with two days on and two off, three days on and two off, and then two days on and three off. A few officers work 10.5-hour shifts, with four days on and three off. This 10.5-hour shift serves as flex coverage during the day's heaviest call volume period and can be moved according to departmental need.

Sworn officers who serve in an on-call capacity are permitted to take their assigned vehicles to their residence up to a maximum of a 30-mile radius from the Police Department. Sworn officers not serving in an on-call capacity who reside anywhere within Rowan County or those who live outside of Rowan County but within 15 miles are able to have the benefit without charge of driving their assigned vehicle to their residence.

The Police Department was successful in clearing a total of 514 Part I cases in FY 2016–17.

The City defines high priority emergency calls as those involving crimes that are in progress or calls that are life-threatening or potentially life-threatening.

**Conditions Affecting Service, Performance, and Costs**

The average response time to high priority calls reflects the response time of the first arriving unit. Self-initiated calls with a response time of zero are included in the average response time to high priority calls.

Salisbury has increased special initiatives to reduce crime, through projects aimed at "hot spots" and aggressive prosecutions through Project Safe.

**Municipal Profile**

Population (OSBM 2016)	34,459
Land Area (Square Miles)	22.28
Persons per Square Mile	1,547
Median Family Income U.S. Census 2010	\$40,192

**Service Profile**

FTE Positions—Sworn	81.0
FTE Positions—Other	7.0
Marked and Unmarked Patrol Vehicles	94
Part I Crimes Reported	
Homicide	7
Rape	17
Robbery	72
Assault	143
Burglary	371
Larceny	1,238
Auto Theft	87
Arson	13
TOTAL	1,948
Part II Crimes Reported	2,035
Part I Crimes Cleared	
Persons	102
Property	412
TOTAL	514
Reporting Format	IBR
Number of Calls Dispatched	37,459
Number of Traffic Accidents	1,965
Property Damage for Accidents	NA

**Full Cost Profile**

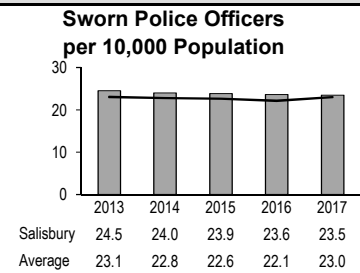
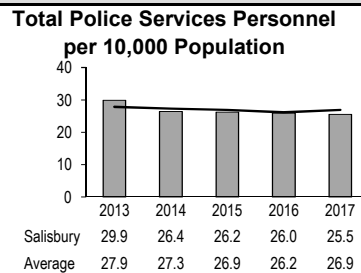
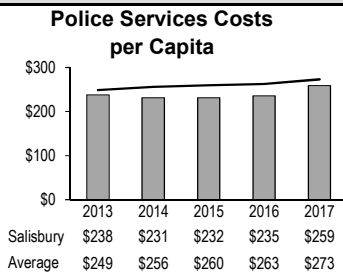
Cost Breakdown by Percentage	
Personal Services	65.5%
Operating Costs	22.6%
Capital Costs	11.8%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$5,839,628
Operating Costs	\$2,017,778
Capital Costs	\$1,052,828
TOTAL	\$8,910,233

Key: Salisbury ■

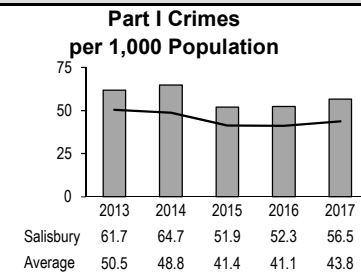
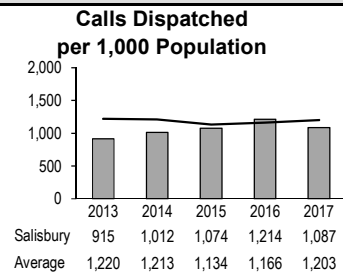
Benchmarking Average —

Fiscal Years 2013 through 2017

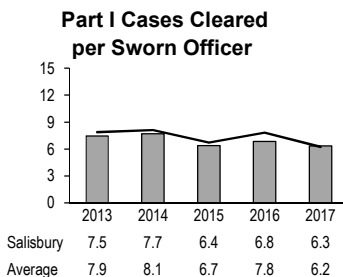
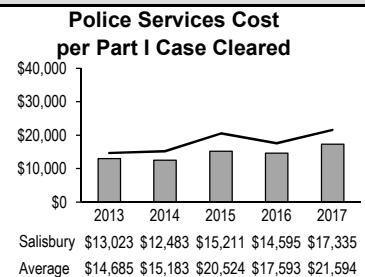
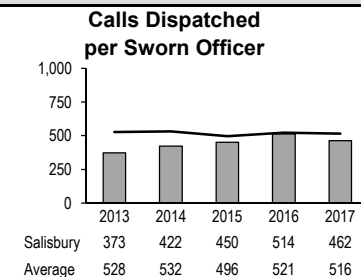
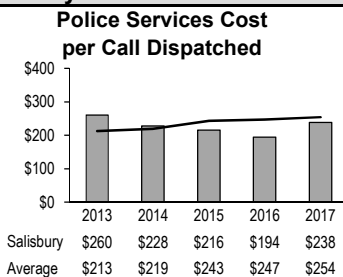
## Resource Measures



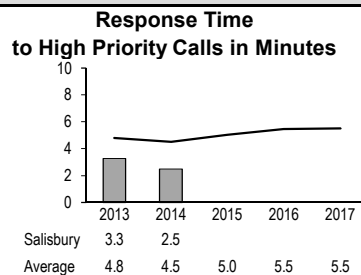
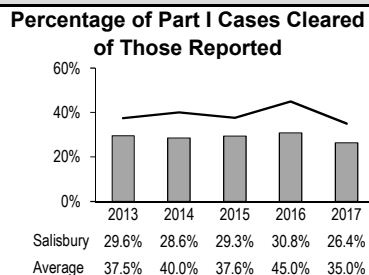
## Workload Measures



## Efficiency Measures



## Effectiveness Measures



Fiscal Year 2016–17

**Explanatory Information****Service Level and Delivery**

The City of Salisbury was responsible for maintaining approximately 345 lane miles during the fiscal year. The City treated a total of 8.1 lane miles, or 2.3 percent of total lane miles.

City crews treated a total of 1.3 lane miles with preservation methods which includes crack sealing or thin seal overlays. Contractors resurfaced 1.04 lane miles and a further 5.8 lane miles received rehabilitation, which involves milling before resurfacing. The contractors used a total of 4,738 tons of asphalt, and the average resurfacing depth used by the contractors was 1.5 inches.

The City reported that 67 percent of its lane miles rated 85 or above on its most recent pavement condition rating, conducted in 2010. The City used a consultant for the rating, who relied on the Institute for Transportation Research and Education (ITRE) rating system.

The number of potholes reported for the year was 366. The percentage of potholes repaired within 24 hours was 100 percent. A total of 63 utility cuts were also made, with the City repairing all of these. Additionally, 109 maintenance patches were done, which are not included in the pothole or utility cut numbers.

**Municipal Profile**

Population (OSBM 2016)	34,459
Land Area (Square Miles)	22.28
Persons per Square Mile	1,547

Topography	Flat; gently rolling
Climate	Temperate; little ice and snow

**Service Profile**

FTE Positions—Crews	4.00
FTE Positions—Other	0.25

Lane Miles Maintained	345.5
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Lane Miles Treated	
Preservation	1.3
Resurfacing	1.0
Rehabilitation	5.8
TOTAL	8.1

Total Costs for All Treatment Types	\$519,825
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Potholes Repaired	366
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Number of Utility Cuts	63
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Number of Maintenance Patches (exclusive of potholes and utility cuts)	109
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Average Cost per Ton of Hot Asphalt during Year	\$91.00
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**Full Cost Profile**

Cost Breakdown by Percentage	
Personal Services	8.1%
Operating Costs	45.9%
Capital Costs	46.0%
TOTAL	100.0%

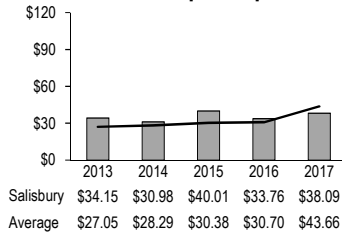
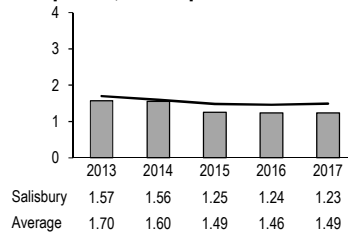
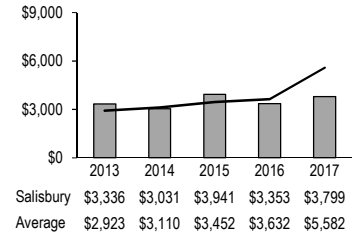
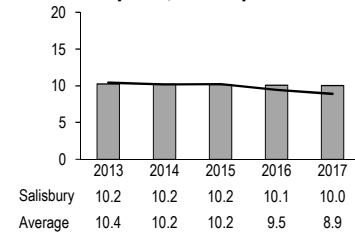
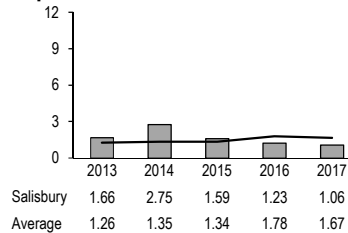
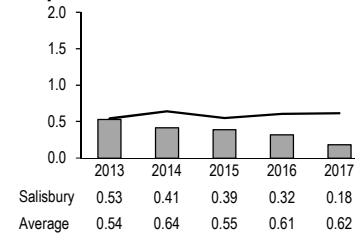
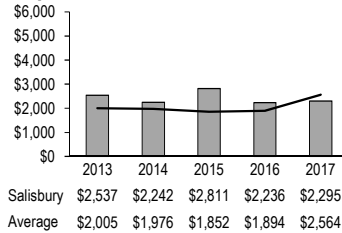
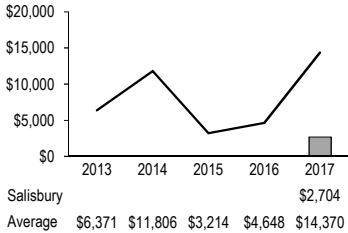
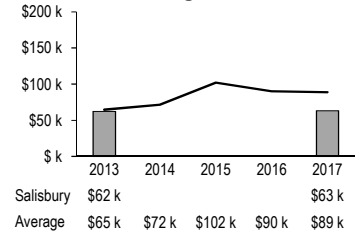
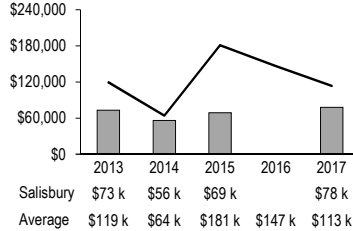
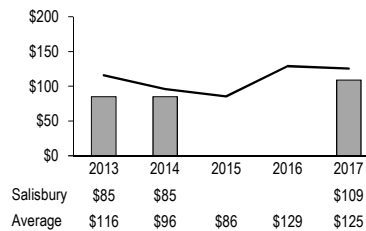
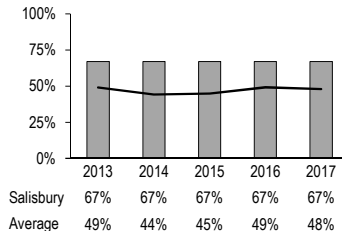
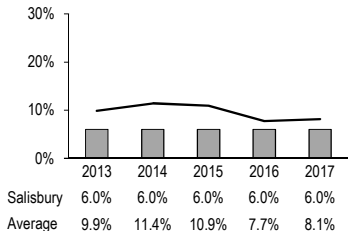
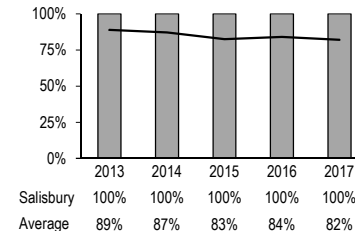
Cost Breakdown in Dollars	
Personal Services	\$106,165
Operating Costs	\$602,420
Capital Costs	\$604,036
TOTAL	\$1,312,621



Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2013 through 2017

**Resource Measures****Asphalt Maintenance and Repair Services Costs per Capita****Asphalt Maintenance and Repair FTEs per 10,000 Population****Service Costs per Lane Mile of Road Maintained****Workload Measures****Number of Lane Miles Maintained per 1,000 Population****Reported Potholes per Lane Mile Maintained****Repaired Utility Cuts per Lane Mile Maintained****Efficiency Measures****Cost of Maintenance per Lane Mile Maintained****Cost per Lane Mile for Preservation Treatment****Cost per Lane Mile for Resurfacing Treatment****Cost per Lane Mile for Rehabilitation Treatment****Cost per Ton for Contract Resurfacing****Effectiveness Measures****Percent of Lane Miles Rated 85 or Better****Percent of Lane Miles Rated Below 45****Percentage of Potholes Repaired within 24 hours**

## Fiscal Year 2016–17

**Explanatory Information****Service Level and Delivery**

The purpose of the Salisbury Fire Department is to provide capable, well-trained personnel and necessary equipment to suppress fires and effectively manage hazardous chemical accidents that may occur in the community related to transportation or industry; to provide rescue services as needed and basic life support through the updated First Responder Program; and to work toward a more fire-safe community through loss prevention activities, including inspections, code enforcement, minimum housing activities, and public education programs.

The Fire Department contains the following divisions: fire control, loss prevention, training, and logistics.

The shift schedule for the Fire Department is 24 hours on and 48 hours off rotating between three shifts. Salisbury now is a quint system of deployment and duty. The quint trucks combine the duties of an engine and a truck company into a single company.

The City has an ISO rating of 2, as rated in 2008.

The Fire Department in Salisbury conducted 1,751 fire maintenance, construction, and reinspections during the fiscal year. The City follows or exceeds the state guidelines for frequency of inspections for all occupancies. Apartment buildings have one file number. Reinspections are performed at 30-day intervals. Fees are assessed at the third inspection.

**Municipal Profile**

Service Population	34,459
Land Area (Square Miles)	22.28
Persons per Square Mile	1,547
Median Family Income U.S. Census 2010	\$40,192

**Service Profile**

FTE Positions—Firefighters	67.0
FTE Positions—Other	8.0
Fire Stations	5
First-Line Fire Apparatus	
Pumpers	2
Aerial Trucks	2
Quints	2
Squads	0
Rescue	0
Other	3
Fire Department Responses	5,994
Responses for Fires	172
Structural Fires Reported	60
Inspections Completed for Maintenance, Construction, and Reinspections	1,751
Fire Code Violations Reported	2,691
Estimated Fire Loss (millions)	\$1.44
Amount of Property Protected in Service Area (millions)	\$2,803
Number of Fire Education Programs or Events	85

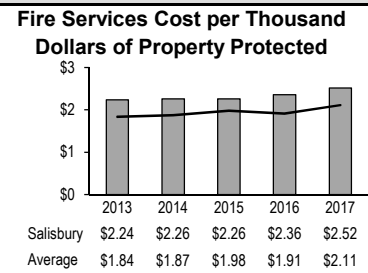
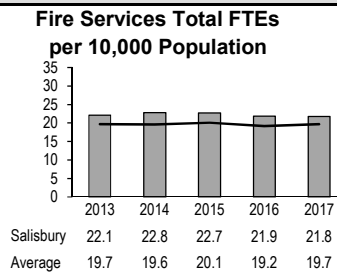
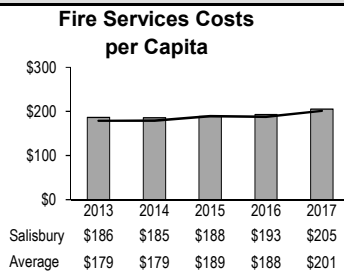
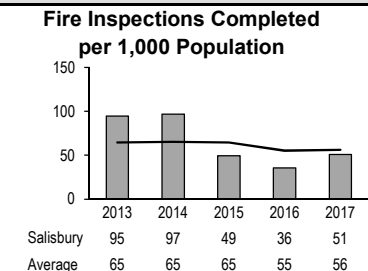
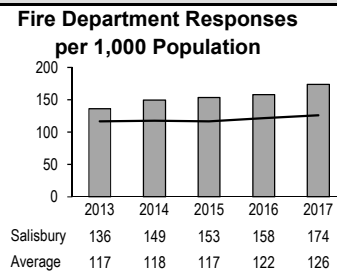
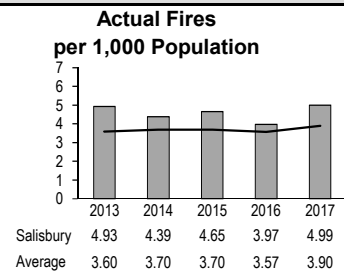
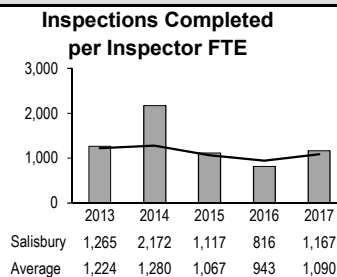
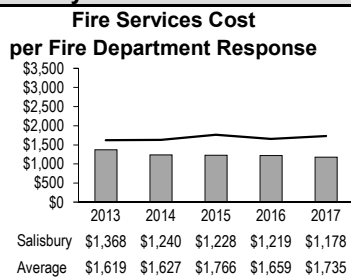
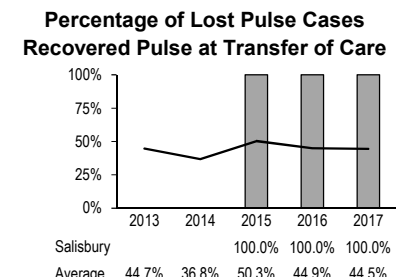
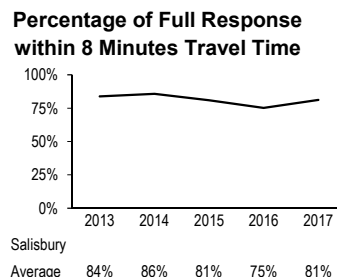
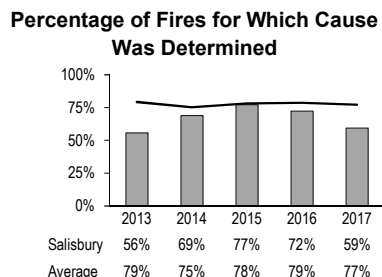
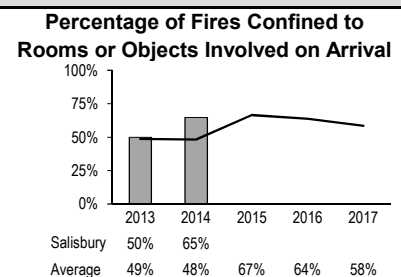
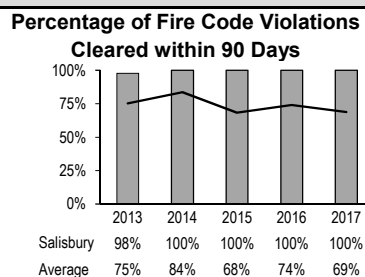
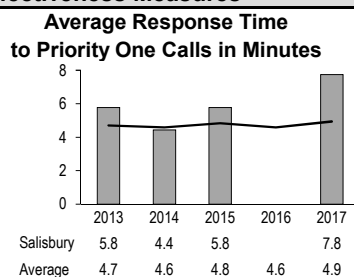
**Full Cost Profile**

Cost Breakdown by Percentage	
Personal Services	68.8%
Operating Costs	16.8%
Capital Costs	14.4%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$4,857,613
Operating Costs	\$1,188,606
Capital Costs	\$1,013,454
TOTAL	\$7,059,673

Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2013 through 2017

**Resource Measures****Workload Measures****Efficiency Measures****Effectiveness Measures**

Fiscal Year 2016–17

**Explanatory Information****Service Level and Delivery**

Fleet Maintenance is a division of the Public Services Department and operates the fleet and transit shops. All activities in this operation are accounted for in Salisbury's general fund.

There is no markup on any parts sold or sublet work performed on city vehicles. However, for work done on vehicles owned by other local governments, such as the County, the City charges for labor and includes a markup on parts and sublet work.

The following services were contracted out:

- body work
- exhaust system repairs
- towing.

**Conditions Affecting Service, Performance, and Costs**

Vehicle Equivalent Units (VEUs) are a weighted measure of the maintenance effort associated with different classes of vehicles. A normal-use car is considered equal to one VEU. Vehicles such as fire trucks or police cars have higher VEUs, reflecting greater expected levels of maintenance.

In Salisbury, the preventive maintenance (PM) completion standard for "percentage of PMs completed as scheduled" is within 30 days of scheduled maintenance or within defined mileage parameters.

In addition to maintenance responsibilities for the city's rolling stock, the fleet maintenance division also maintains vehicles for Rowan County and two trolleys for Downtown Salisbury. The division also has responsibility for equipment, including generators, water pumps, hydraulic power units, mowers, tamps, weedwhackers, jack hammers, rescue equipment, air compressors, sidewalk sweepers, thermo plastic equipment, hydraulic hammers, pavement saws, chain saws, and other city equipment.

During the fiscal year, Salisbury had a higher employee turnover in fleet maintenance than usual. Repeat repairs were up due to the higher turnover along with a number of warranty repairs and new equipment installation responsibilities.

**Municipal Profile**

Population (OSBM 2016)	34,459
Land Area (Square Miles)	22.28
Persons per Square Mile	1,547

**Service Profile**

FTE Positions—Technician	10.0
FTE Positions—Other	4.0

Work Bays	17
-----------	----

<u>Rolling Stock Maintained</u>	<u>No.</u>	<u>Average Age</u>
Cars—Normal Usage	4	14.8 Years
Cars—Severe Usage	105	6.4 Years
Motorcycles	0	NA
Light Utility Vehicles	9	9.8 Years
Light Vehicles	136	12.3 Years
Medium Vehicles	30	13.6 Years
Heavy—Sanitation	14	9.1 Years
Heavy—Sewer	3	13.3 Years
Heavy—Fire Apparatus	12	20.4 Years
Heavy—Other	28	13.0 Years
Trailed Equipment	98	16.5 Years
Off-Road/Construction/Tractors	74	11.5 Years
Buses	9	12.2 Years
<b>TOTAL</b>	<b>522</b>	

Vehicle Equivalent Units (VEUs)	1,709
---------------------------------	-------

Average Rolling Stock Units	498
Available per Day	

Hours Billed	NA
--------------	----

Work Orders	5,077
-------------	-------

Repeat Repairs within 30 Days	16
-------------------------------	----

Work Orders Completed within 24 hours	NA
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Preventive Maintenance Jobs (PMs)	2,004
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PMs Completed as Scheduled	1,942
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**Full Cost Profile**

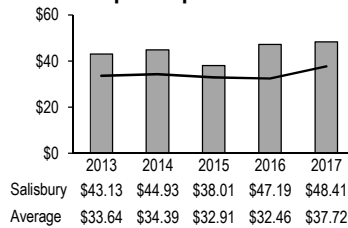
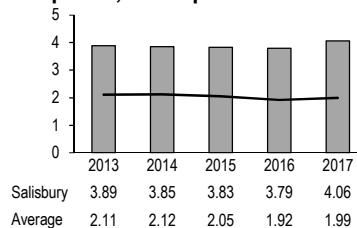
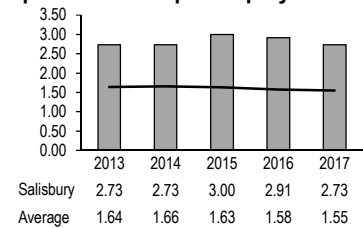
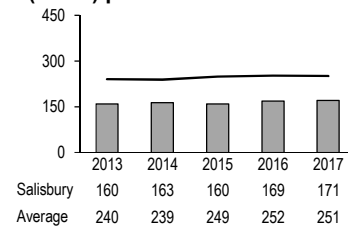
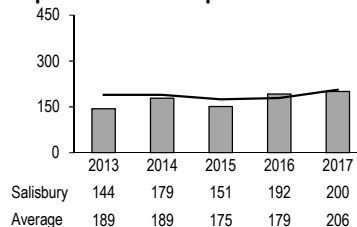
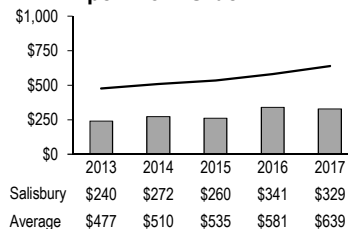
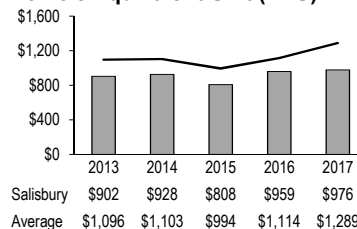
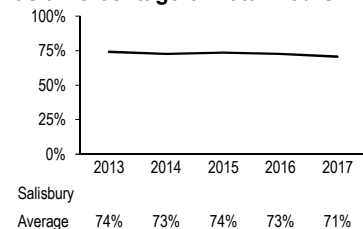
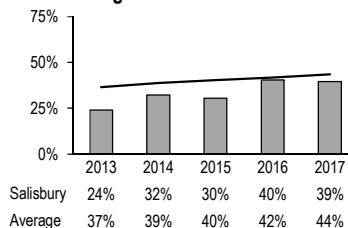
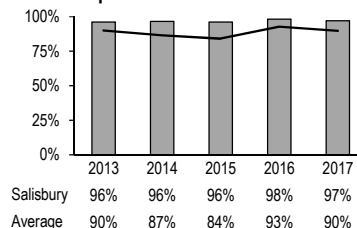
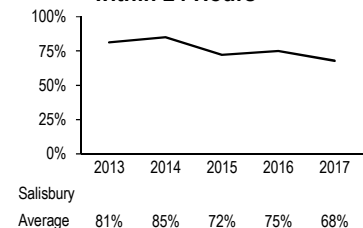
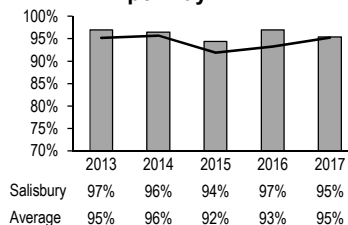
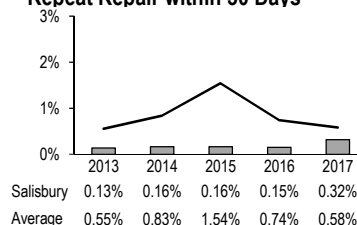
Cost Breakdown by Percentage	
Personal Services	50.2%
Operating Costs	46.4%
Capital Costs	3.4%
<b>TOTAL</b>	<b>100.0%</b>

Cost Breakdown in Dollars	
Personal Services	\$838,074
Operating Costs	\$773,469
Capital Costs	\$56,654
<b>TOTAL</b>	<b>\$1,668,198</b>

Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2013 through 2017

**Resource Measures****Fleet Maintenance Services Cost per Capita****Fleet Maintenance FTEs per 10,000 Population****Fleet Maintenance FTEs per 100 Municipal Employees****Workload Measures****Number of Vehicle Equivalent Units (VEUs) per Technician FTE****Preventive Maintenance (PMs) Completed In-House per Tech FTE****Efficiency Measures****Fleet Maintenance Cost per Work Order****Fleet Maintenance Cost per Vehicle Equivalent Unit (VEU)****Hours Billed as a Percentage of Total Hours****Effectiveness Measures****Preventive Maintenance (PMs) as a Percentage of All Work Orders****Percentage of Preventive Maintenance (PMs) Completed as Scheduled****Percentage of Work Orders Completed within 24 Hours****Percentage of Rolling Stock Available per Day****Percentage of Work Orders Requiring Repeat Repair within 30 Days**

## Fiscal Year 2016–17

**Explanatory Information****Service Level and Delivery**

The City of Salisbury's Human Resources Department operates as an internal support service reporting directly to the Assistant City Manager for Human Resources. Human Resources handles the daily management of human capital while also helping to support community functions such as the Human Relations Council and the Salisbury Youth Council. The Human Resources Department in Salisbury is a centralized unit with six staff members.

The Human Resources Department has been the lead agency in the development of customer service provisions identified by the city Council as the top priority for the City.

The city's probationary period for new general employees is six months and 12 months for police and fire employees.

Two compensation studies covering four positions were conducted during the fiscal year.

**Municipal Profile**

Population (OSBM 2016)	34,459
Land Area (Square Miles)	22.28
Persons per Square Mile	1,547
Median Family Income	\$40,192
U.S. Census 2010	
County Unemployment Rate (2016)	5.5%
U.S. Bureau of Labor Statistics	

**Service Profile**

Central HR FTE Positions	
Administration	1.0
Generalist/Specialist	4.0
Staff Support/Clerical	1.0
Total Authorized Workforce	512.0
Authorized FTEs	478.8
Average Length of Service (Months)	96
Number of Position Requisitions	92
Employment Applications Processed	1,581
Length of Probationary	6 & 12 months
Employment Period	
Compensation Studies Completed	2
Positions Studied	4
Employee Turnover	
Voluntary Separations	60
Involuntary Separations	14
TOTAL SEPARATIONS	74
Formal Grievances Filed by Employees	8
Equal Employment Opportunity	1
Commission (EEOC) Complaints Filed	

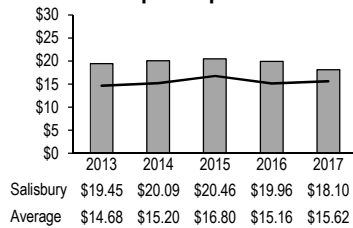
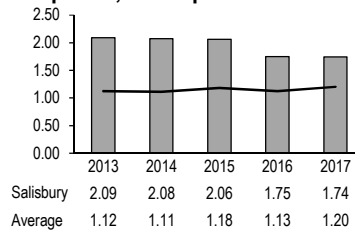
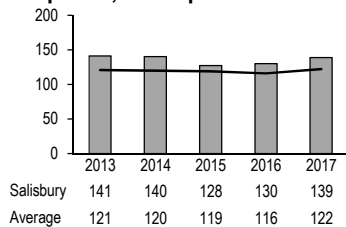
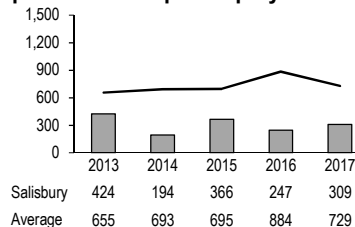
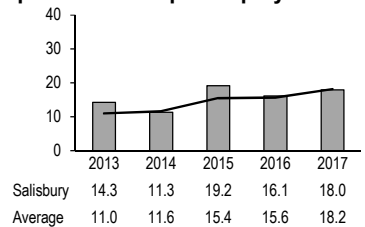
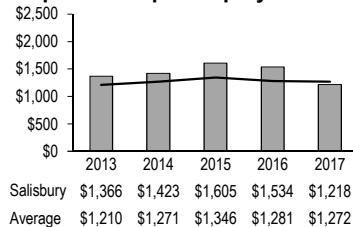
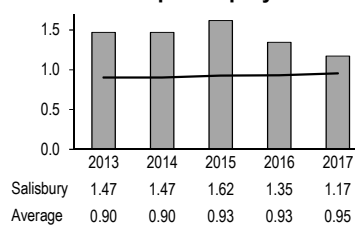
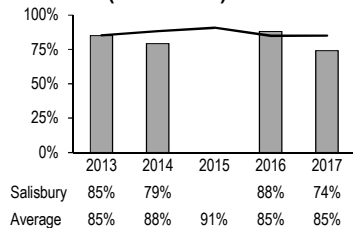
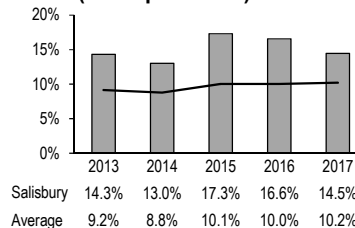
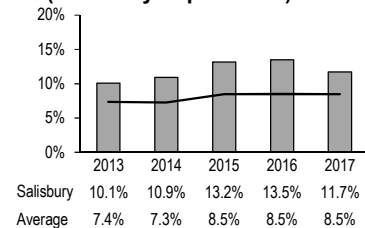
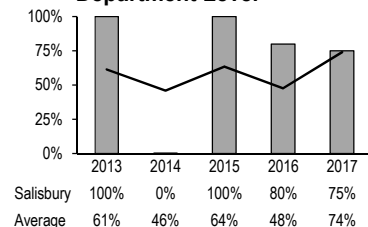
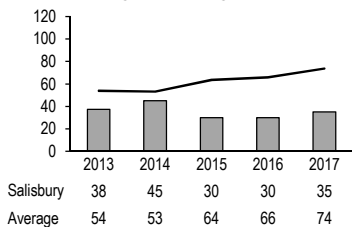
**Full Cost Profile**

Cost Breakdown by Percentage	
Personal Services	71.2%
Operating Costs	28.5%
Capital Costs	0.3%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$444,311
Operating Costs	\$177,608
Capital Costs	\$1,889
TOTAL	\$623,808

Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2013 through 2017

**Resource Measures****Human Resources Services  
Cost per Capita****Human Resources FTEs  
per 10,000 Population****Workload Measures****Total Municipal FTEs  
per 10,000 Population****Applications Processed  
per 100 Municipal Employees****Position Requisitions  
per 100 Municipal Employees****Efficiency Measures****Human Resources Cost  
per Municipal Employee****Ratio of Human Resources Staff  
to 100 Municipal Employees****Effectiveness Measures****Probationary Period Completion Rate  
(New Hires)****Employee Turnover Rate  
(All Separations)****Employee Turnover Rate  
(Voluntary Separations)****Percentage of Grievances Resolved at  
Department Level****Average Days from Post Date to Hire Date  
(First Day of Employment)**

Fiscal Year 2016–17

**Explanatory Information****Service Level and Delivery**

The City of Salisbury provides water service through an enterprise fund department. This department is known as Salisbury-Rowan Utilities. The system covers 47.5 square miles and covers much of Rowan County. Approximately 53,600 people are served. In the late 1990s and early 2000s, Salisbury assumed ownership of the water and sewer systems of the towns of Spencer, Granite Quarry, and Rockwell, followed by China Grove in 2011. Rowan County turned over its water assets to Salisbury in 2004. Salisbury also sells bulk water to the towns of East Spencer and China Grove.

The water source for the system is the Yadkin River. The estimated safe yield for the system is 108 million gallons per day. The system has one treatment plant with a capacity of 25 million gallons per day. The plant uses an Actiflo pre-treatment process followed by a conventional sedimentation and filtration treatment process.

Water meters are read once per month. Currently, approximately 31 percent of meters are read by automatic means. The standard for meter replacement is 15 years.

**Conditions Affecting Service, Performance, and Costs**

The costs of water services as captured here do not include debt service but do capture depreciation.

**Municipal Profile**

Estimated Service Population	53,600
Service Land Area (Square Miles)	47.5
Persons per Square Mile	1,128
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow
Median Family Income U.S. Census 2010	\$40,192

**Service Profile**

FTE Staff Positions	
Treatment Plant	9.0
Line Crews	11.0
Meter Readers	6.0
Billing/Collection	6.0
Other	8.0
Total	40.0
Number of Treatment Plants	1
Total Treatment Capacity	25.0 MGD
Average Daily Demand	9.6 MGD
Miles of Main Line Pipe	422
Average Age of Main Line Pipe	50 years
Number of Breaks/Leaks	143
Number of Water Meters	19,466
Percent of Meters Read Automatically	30.8%
Total Revenues Collected	\$13,262,032

**Full Cost Profile**

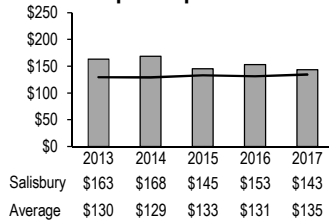
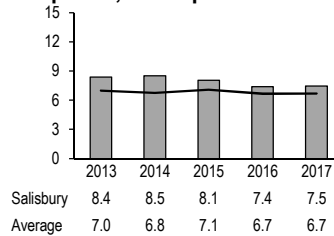
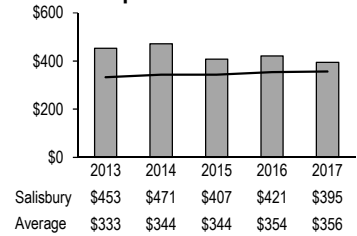
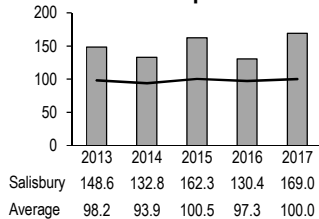
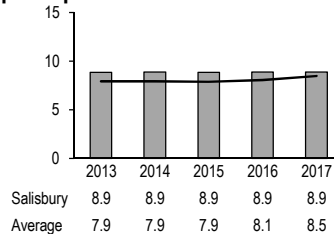
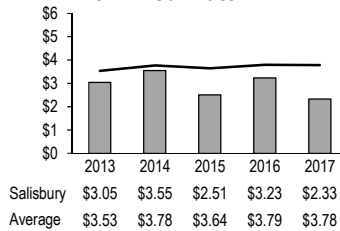
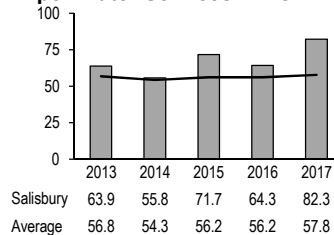
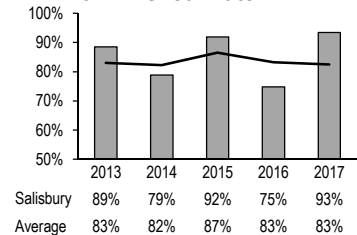
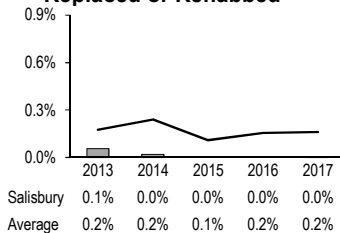
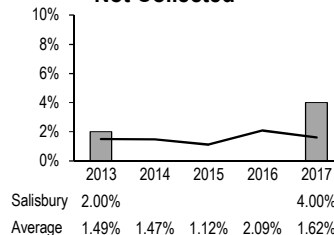
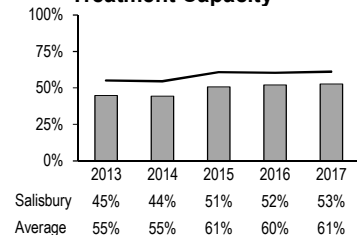
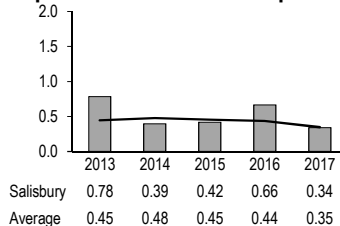
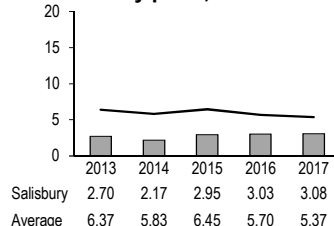
Cost Breakdown by Percentage	
Personal Services	28.3%
Operating Costs	39.0%
Capital Costs	32.7%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$2,171,690
Operating Costs	\$2,995,073
Capital Costs	\$2,513,619
TOTAL	\$7,680,382



Key: Salisbury ■

Benchmarking Average —

Fiscal Years 2013 through 2017

**Resource Measures****Water Services Cost per Capita****Water Services FTEs per 10,000 Population****Water Services Cost per Meter****Workload Measures****Thousands of Gallons of Billed Water per Meter****Miles of Main Line Pipe per Square Mile of Service Area****Efficiency Measures****Total Cost per Thousand Gallons of Billed Water****Million Gallons of Billed Water per Water Services FTEs****Billed Water as a Percentage of Finished Water****Effectiveness Measures****Percentage of Existing Pipeline Replaced or Rehabbed****Percentage of Water Bills Not Collected****Peak Daily Demand as a Percentage of Treatment Capacity****Breaks and Leaks per Mile of Main Line Pipe****Customer Complaints about Water Quality per 1,000 Meters**

Fiscal Year 2016–17

**Explanatory Information****Service Level and Delivery**

The City of Salisbury provides water and sewer service through a combined enterprise fund department known as Salisbury-Rowan Utilities. The system covers Salisbury and much of Rowan County as well.

Wastewater is treated at two plants. Both plants use a biological activated sludge process for treatment. The treatment process includes mechanical bar screens, grit removal chambers, primary and secondary clarifiers, aeration basins, and liquid chlorine disinfection. The system does not currently have nutrient regulatory limits. Biosolids produced as a result of treatment are applied to farmland in Rowan County.

The system had no regulatory violations during the fiscal year for issues related to treatment and two violations connected to collections related to sanitary system overflows.

**Conditions Affecting Service, Performance, and Costs**

The costs of wastewater or sewer services as captured here do not include debt service but do capture depreciation of capital.

**Municipal Profile**

Estimated Service Population	52,500
Service Land Area (Square Miles)	45.5
Persons per Square Mile	1,154
Topography	Flat; gently rolling
Climate	Temperate; little ice and snow
Median Family Income U.S. Census 2010	\$40,192

**Service Profile**

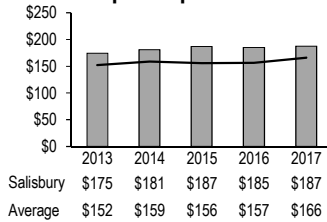
Total FTE Staff Positions	56.0
Treatment Plant	21.0
Line Crews	14.0
Billing/Collection	6.0
Other	15.0
Number of Treatment Plants	2
Total Treatment Capacity	12.5 MGD
Average Daily Flow	8.3 MGD
River Basin into Which System Discharges	Yadkin
Miles of Gravity Main Line Pipe	400
Miles of Forced Main Line Pipe	30
Average Age of Main Line Pipe	45 years
Blocks in Sewer Mains	27
Number of System Breaks	11
Sanitary System Overflows	2
Number of Customer Accounts	16,588
Total Revenues Collected	\$12,750,626

**Full Cost Profile**

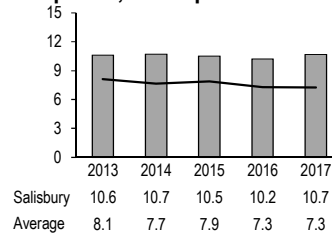
Cost Breakdown by Percentage	
Personal Services	36.5%
Operating Costs	37.9%
Capital Costs	25.5%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$3,595,381
Operating Costs	\$3,731,595
Capital Costs	\$2,513,619
TOTAL	\$9,840,595

## Resource Measures

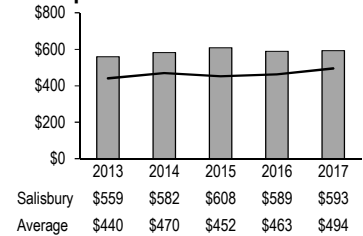
**Wastewater Services Cost per Capita**



**Wastewater Services FTEs per 10,000 Population**

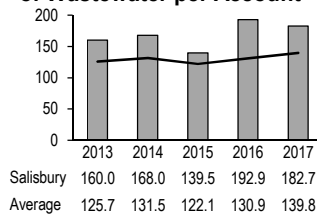


**Wastewater Services Cost per Customer Account**

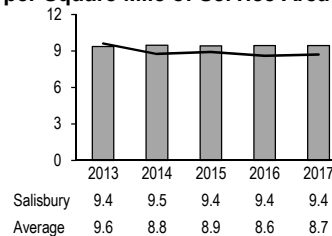


## Workload Measures

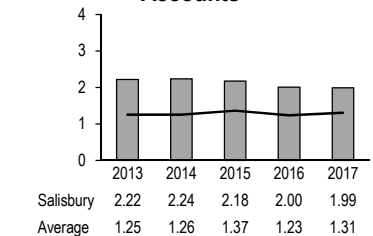
**Thousands of Gallons of Wastewater per Account**



**Miles of Sewer Main Line Pipe per Square Mile of Service Area**

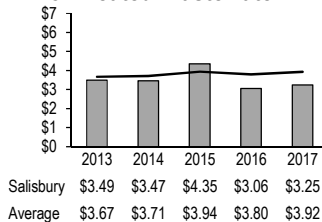


**Number of Lift Stations per 1,000 Accounts**

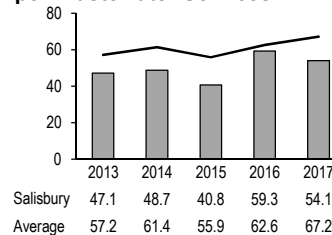


## Efficiency Measures

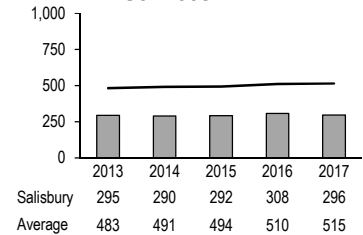
**Total Cost per 1,000 Gallons of Treated Wastewater**



**Million Gallons of Wastewater per Wastewater Services FTE**

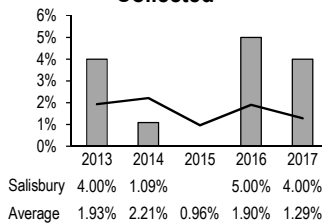


**Customer Accounts per Wastewater Services FTE**

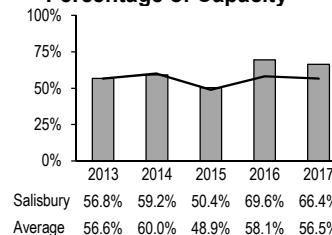


## Effectiveness Measures

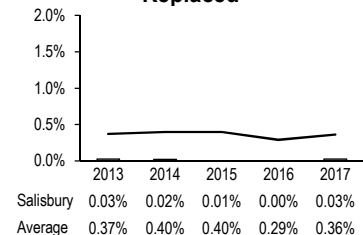
**Percentage of Wastewater Bills Not Collected**



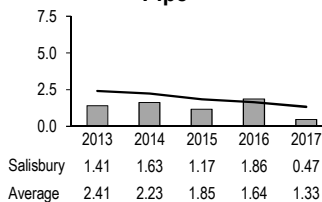
**Average Daily Treatment as a Percentage of Capacity**



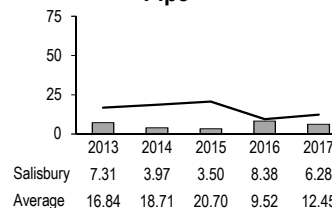
**Percent of Main Line Rehabbed or Replaced**



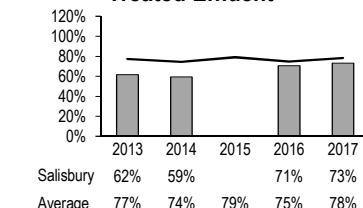
**Overflows per 100 Miles of Main Line Pipe**



**Backups per 100 Miles of Main Line Pipe**



**Billed Wastewater as a Percent of Treated Effluent**



Fiscal Year 2016–17

**Explanatory Information****Service Level and Delivery**

The City of Salisbury provides parks and recreation services through a separate department. This department includes other functions, such as services related to landscaping, rights-of-way and trees. These other functions are not counted in the employees or dollars shown here. The City has an agreement with Rowan County for providing certain services for special populations. The City also provides funding for senior recreation services at the Rufty Homes Senior Center.

Salisbury has a full array of recreational facilities available. The City has 518 acres of parks; more than half are developed. The City has 16.9 miles of trails.

In addition to traditional recreational facilities, Salisbury has a large outdoor performance event site and six historic sites. These facilities are not included here in dollars or staff as part of core parks and recreation facilities and activities.

**Conditions Affecting Service, Performance, and Costs**

Parks and Recreation is a new service area for the benchmarking project beginning with the FY 2012–13 reporting year.

Many of Salisbury's neighborhood recreational facilities are 40 years or older and somewhat dated. There is a YMCA in the City for paying members. The city programs primarily serve those who cannot afford the YMCA programs.

**Municipal Profile**

Population (OSBM 2016)	34,459
Land Area (Square Miles)	22.28
Persons per Square Mile	1,547

Topography	Flat; gently rolling
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Climate	Temperate; little ice and snow
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**Service Profile**

Parks and Recreation Staff	
Administrative Position FTEs	2.0
Maintenance Staff FTEs	2.0
Program and Facility FTEs	9.0
Other Staff FTEs	0.0
TOTAL	13.0

Number of Parks and Sites	28
Total Land Acreage in Parks	518.0
Miles of Trails in Parks	16.9

Recreational Facilities	
Indoor and Outdoor Pools	1
Recreation Centers	4
Outdoor Basketball Courts	12
Outdoor Tennis Courts	10
Playgrounds	18
Diamond Fields	8
Rectangular Fields	4
Other Athletic Fields	0
Picnic Shelters	14

Parks and Recreation Revenues	
User Fees	\$2,500
Grants	\$2,500
Sponsorships	\$5,000
Donations	\$19,167

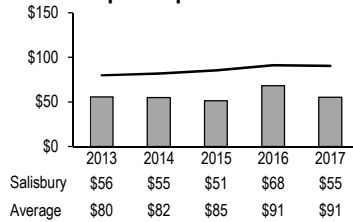
**Full Cost Profile**

Cost Breakdown by Percentage	
Personal Services	55.1%
Operating Costs	41.1%
Capital Costs	3.8%
TOTAL	100.0%

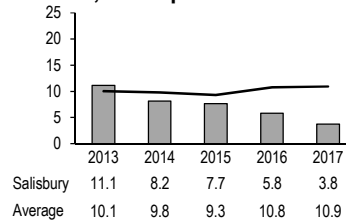
Cost Breakdown in Dollars	
Personal Services	\$1,049,839
Operating Costs	\$783,983
Capital Costs	\$72,109
TOTAL	\$1,905,931

## Resource Measures

### Core Parks and Recreation Services per Capita

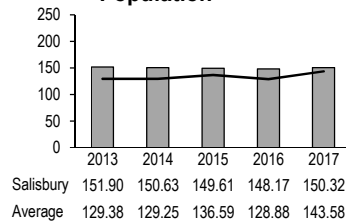


### Core Parks and Recreation Staff per 10,000 Population

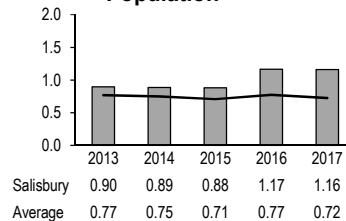


## Facilities Measures

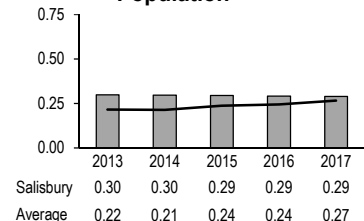
### Land Acres of Parks per 10,000 Population



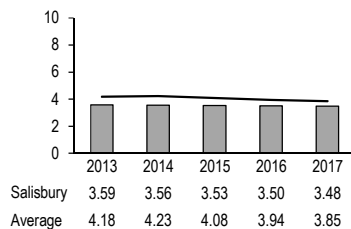
### Recreation Centers per 10,000 Population



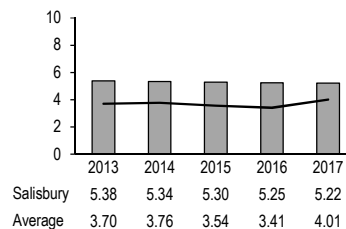
### Swimming Pools per 10,000 Population



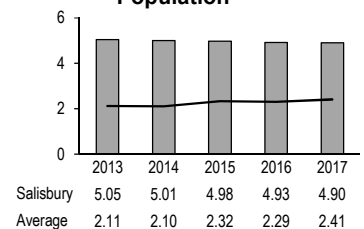
### Athletic Fields per 10,000 Population



### Playgrounds per 10,000 Population

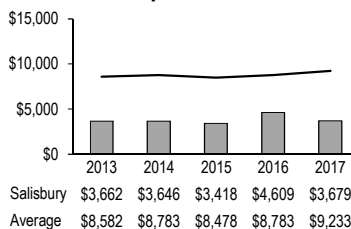


### Miles of Land Trails per 10,000 Population

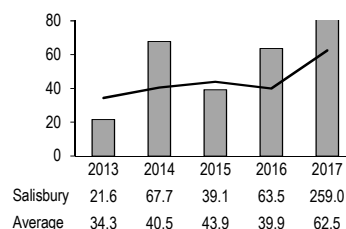


## Efficiency Measures

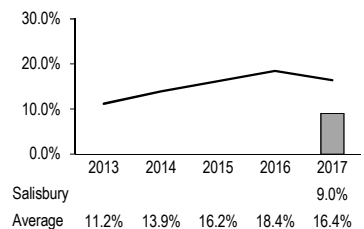
### Total Core Parks and Recreation Costs per Acre



### Acres of Park Maintained per Maintenance FTE

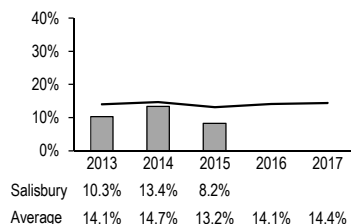


### Volunteer Hours in FTEs as a Percent of Paid Staff FTEs

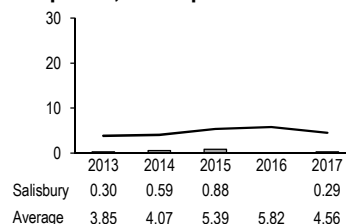


## Effectiveness Measures

### Revenue Gained as a Percent of Total Core Costs



### Acts of Vandalism at Parks Facilities per 10,000 Population





**BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR  
BEGINNING JULY 1, 2018, AND ENDING JUNE 30, 2019**

Be it ordained by the City Council of the City of Salisbury, North Carolina, as follows:

Section 1.     Appropriations

That for the expense of the City Government and its activities for the fiscal year beginning July 1, 2018, and ending June 30, 2019, the amounts in the following subsections, or so much of each as may be necessary, are hereby appropriated:

(1)     That for said fiscal year there is hereby appropriated out of the GENERAL FUND the following:

City Council	\$ 457,235
Management and Administration	1,118,256
Communications	454,819
Human Resources	1,371,103
Financial Services	1,628,581
Business Services	528,515
Planning & Community Development	1,702,374
Information Technology	1,459,552
Development Services	473,667
Code Services	373,847
Downtown Development	237,649
Facilities Maintenance	332,890
Central City Buildings	644,730
Plaza	225,904
Police Services	2,326,994
Police Administration	1,549,206
Police Operations	5,205,694
Fire Department	6,927,723
Telecommunications	684,388
Traffic Operations	203,523
Street Lighting	577,370
Transportation	467,822
Engineering	3,023,110
Public Services Administration	293,199
Streets	2,292,737
Solid Waste	1,469,636
Waste Management - Other	413,603
Cemetery	99,453
Grounds Maintenance	1,069,374
Parks and Recreation	1,415,742
Fleet Management	1,144,276
Education	40,000
Fibrant Support	3,044,338
Debt Service	943,711
	<hr/>
TOTAL GENERAL FUND	\$ 44,201,021

(2) That for said fiscal year there is hereby appropriated out of the WATER AND SEWER FUND the following:

Utilities Mgt. and Administration	\$ 5,414,219
Plant Operations-Water Treatment	3,791,615
Systems Maintenance	4,720,403
Environmental Services	664,996
Plant Operations-Wastewater Treatment	5,584,431
Meter Services	787,651
Water and Sewer Debt Service	<u>3,950,590</u>
TOTAL WATER AND SEWER FUND	<u>\$ 24,913,905</u>

(3) That for said fiscal year there is hereby appropriated out of the TRANSIT FUND for the purpose of operating Salisbury's Transit System, the sum of

\$ 1,567,867

(4) That for said fiscal year there is hereby appropriated out of the GENERAL FUND CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of

\$ 2,879,328

(5) That for said fiscal year there is hereby appropriated out of the WATER AND SEWER CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of

\$ 568,443

(6) That for said fiscal year there is hereby appropriated out of the FIBRANT COMMUNICATIONS FUND for the operating Salisbury's Fiber Optic Network, the sum of

\$ 7,821,529

(7) That for said fiscal year there is hereby appropriated out of the FIBRANT COMMUNICATIONS CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of

\$ 248,140

(8) That for said fiscal year there is hereby appropriated out of the STORMWATER FUND for the purpose of operating Salisbury's Stormwater management program, the sum of

\$ 1,834,746

(9) That for said fiscal year there is hereby appropriated out of the STORMWATER CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of

\$ 434,768

(10) That for the 2018-19 Community Development Block Grant Entitlement there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes outlined within the grant, the sum of

\$ 304,883

(11) That for the Rental Rehab Fund there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes of performing housing rehabilitation and down payment assistance, the sum of

\$ 152,778

## Section 2. Revenue Estimates

The City Council has and does estimate that the following revenues will be available during the fiscal year beginning July 1, 2018 and ending June 30, 2019:



General Fund:	
Taxes	\$ 20,593,099
Unrestricted governmental	10,684,201
Restricted governmental	2,644,470
Charges for services	7,338,551
Miscellaneous	414,500
Other financing sources	2,526,200
Total revenues and other financing sources	<u>\$ 44,201,021</u>
Water and Sewer Fund:	
Operating revenues	\$ 23,838,905
Nonoperating revenues	75,000
Other financing sources	1,000,000
Total revenues	<u>\$ 24,913,905</u>
Transit Fund:	
Charges for services	\$ 159,500
Intergovernmental revenues	840,332
Other financing sources	568,035
Total revenues and other financing sources	<u>\$ 1,567,867</u>
General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 1,938,386
Nonoperating revenues	66,702
Other financing sources	874,240
Total revenues and other financing sources	<u>\$ 2,879,328</u>
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 480,083
Miscellaneous	8,000
Total revenues and other financing sources	<u>\$ 568,443</u>
Fibrant Communications Fund:	
Operating revenues	\$ 4,819,529
Nonoperating revenues	2,000
Other financing sources	3,000,000
Total revenues	<u>\$ 7,821,529</u>
Fibrant Communications Capital Reserve Fund:	
Total revenues and other financing sources	<u>\$ 248,140</u>
Stormwater Fund:	
Total revenues	<u>\$ 1,834,746</u>
Stormwater Capital Reserve Fund:	
Total revenues and other financing sources	<u>\$ 434,768</u>
Special Revenue Funds:	
Entitlement Fund:	
Intergovernmental revenue	\$ 274,883
Miscellaneous	30,000
Total revenue	<u>\$ 304,883</u>
Rental Rehab:	
Total revenue	<u>\$ 152,778</u>

Section 3. Tax Levy

There is hereby levied the following rates of Ad Valorem Tax on each one hundred dollars (\$100.00) valuation of taxable property, as listed for taxes as of January 1, 2018 for the purpose of raising the revenue from current year's property tax, as set forth in the foregoing estimate of revenue, and in order to finance the foregoing appropriation, to wit:

General Fund:

(For the expense incident to the proper government of the City of Salisbury)

-- \$ .7196

Municipal Service District:

(To promote, encourage and assist in the revitalization and economic health and stability of the downtown area)

-- \$ .176

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$2,850,097,054 for General Fund purposes.

There is hereby levied a Municipal Vehicle Tax of \$10.00 on each vehicle resident as authorized by General Statute 20-97.

There is hereby levied an Animal Tax of one dollar on each dog as authorized by General Statute 160A-212.

Section 4. There is hereby levied a tax of 1.5% on gross receipts derived from retail short-term lease or rental of vehicles to the general public. This tax will be levied, reported, and collected as established under Ordinance 2000-47 as authorized by General Statute 160A-215.1.

Section 5. The Director of Broadband Services is authorized to establish rates for business services, residential services, and equipment and to modify as necessary based on market conditions.

Section 6. Retransmission Fee will be revised by the Director of Broadband Services to actual fees charged for the right to rebroadcast local television stations upon change.

Section 7. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2018 added to each appropriation as it applied in order to properly account for the payment against the fiscal year in which it is paid.

Section 8. The City Manager is hereby authorized to make any budget amendments as may be required within each fund as long as the total appropriation for each fund does not change and contingency funds are not utilized.

Section 9. Copies of this ordinance shall be furnished to the City's Finance Director, to be kept on file, for direction in the disbursement of City funds.

Section 10. The following schedules and fees are hereby adopted and all references to these fees in the City Code of Ordinances are amended to reflect these new schedules and fees as appropriate:

## ADMINISTRATION

Sale of Salisbury Code of Ordinances-soft book binder	\$238.64
Sale of Salisbury City Council meeting recording	\$2 per CD
Copier or Multifunction Machine Fee	\$0.10 per copy/scanned page; Minimum of \$1
Copy of Reports/Files	Actual cost of supplies and mailing

## COMMUNITY PLANNING SERVICES

### *Development Services*

Zoning Board of Adjustment:	
Administrative appeal	\$300
Variance	\$300
Conditional District Petition or General Development Overlay:	
Adoption	\$1,000
Amendment	\$750
Revisions	\$50
District Map & Text Amendment Petition	
Land Development Ordinance Map Amendment (Rezoning)	\$600
Land Development Ordinance Text Amendment	\$600
Vested Rights Extension	\$600 without rezoning
Notifications/Mailing:	
1 - 20	\$25
21 - 50	\$75
51 - 100	\$150
Greater than 100	\$300
After-the-fact Certificate of Appropriateness (HPC)	\$250
Major Site Plan Review	\$500
Minor Site Plan Review	\$150
Alternate Methods of Compliance	\$50
Special Use Permit	\$500
Zoning Permit for New Single Family	\$50 (House <5 DU)
Zoning Permit for New Multi-family	\$150
Zoning Permit for New Non-residential	\$300
Zoning Permit for Addition, Accessory, Upfit of Residential	\$25
Zoning Permit for Addition, Accessory, Upfit of Non-residential	\$100
Zoning Verification Letter	\$60
Predevelopment Permit for Site Grading (LIA)	\$100
Predevelopment Permit for Site Grading (HIA)	\$300
New Telecommunications Tower Special Use Permit Application	\$5,000
Height Addition of Existing Telecommunications Tower Application	\$1,500
Sidewalk Dining Permit (Annually)	\$10
Special Event Permit	\$50
Temporary Sign Permit	\$25
Permit for Sign Panel / Face Change	\$50
Permit for New Wall, Canopy, Proj., Ground Sign	\$100
Temporary Use Permit	\$50
Temporary Construction Tractor	\$25

	Fee
Tree Removal Permit	\$10
Home Occupation	\$50
Policy Plan Amendment	\$1,000
Payment in Lieu of Sidewalk Construction	\$24 per linear foot
Standards Manual (includes zoning and subdivisions)	\$20
Annual Tax for Cable/Pipelines in Public Streets, Sidewalks, Alley, or Parking	\$1 per foot annually
<b>Code Enforcement</b>	
Nuisance abatement	Mobilization fee \$250 + contractor & landfill costs
Removal of trash, overgrowth, trees, household items on the outside, demolitions or securing of buildings or any other nuisances identified by the Code of Ordinances.	Mobilization fee \$250 + \$100 for every hour or portion thereof + associated landfill fees
Second violation within 12 months by the same owner at the same location	Not less than \$500
Demolition or Moving Permit Application Fee	\$50
Failure to obtain a Demolition Permit	\$200

## ENGINEERING

### Subdivision Review:

Major Subdivision (Preliminary plat)	\$200 + \$10/lot
Minor Subdivision	\$30 per lot
Exception plat	\$20
Street & alley closings filing fee	\$500

### Printed Maps

Up to 11"x17" (ledger size)	\$1
34"x44" (E size sheet)	\$5
City Street Map	\$5
Custom Map	\$25

Engineering Plan Review Fee (Utility Only - New Construction)	\$200
Engineering Plan Review Fee (Utility Only- Upfit)	\$100
DENR Delegated Water Permit	\$200
DENR Delegated Sewer Permit	\$200
Field Inspections of Water Lines	\$1 per ft
Field Inspections of Sewer Lines	\$1 per ft
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20

## TRAFFIC OPERATIONS

Traffic Count	\$15 per counter per day
Repair of traffic control devices-materials	Actual cost + 10% for handling
Repair of traffic control devices-labor	Hourly rate + fringe benefits
Repair of traffic control devices-use of bucket truck or paint machine	\$50/hour
Repair of traffic control devices-use of service truck or small equipment	\$9/hour

**POLICE**

	<u>Fee</u>
Copies	\$0.10 per copy/scanned page;
(No fee to victims of crime or traffic accidents for first copy of a report, but charged for any additional copies)	minimum of \$1; \$1 extra for mailing
Fingerprinting	\$10
Picket Permits	\$25
Handicapped Parking Violation	\$250
Pool Hall Permits	\$100
Taxi permits - one time only	\$15
Parking ticket - illegal parking	\$5
Parking ticket - overtime parking (more than 2 hours)	\$5
False Alarms (Security and Fire):	
First Two False Alarms in 12 Month Period	Free from 1st Date
False Alarms 3 - 5 within 12 month period	\$50 per Alarm
False Alarms 6 - 7 within 12 month period	\$100 per Alarm
False Alarms 8 - 9 within 12 month period	\$250 per Alarm
False Alarms 10 or more within 12 month period	\$500 per Alarm
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20
Parade, Picket Line, or Group Demonstration Permit Application Fee	\$25

**FIRE**

HazMat/Material Recovery	Actual Cost including equipment
Copies of Reports (First report is free to victims)	\$0.10 per copy/scanned page; minimum of \$1
Lifting Assistance	\$250 per Call
Lifting Assistance Standby	\$95 per Hour Stand-by

**SPECIAL OPERATIONAL USE PERMITS**

Operational permits are required by the NC Fire Code to conduct the following types of operations. A permit fee will be charged for the following Special Operational Use Permits. These permits are not attached to normal procedures and are not covered under a General Inspection Use Permit or Fire Department Construction Permit.

Blasting Permit:	
30 day permit	\$100
2 day permit (48 hours)	\$45
Burning Permit:	
Commercial	\$25
Residential	No charge
Exhibit and Trade Show	\$25
Festivals (fairs, carnivals, etc.)	
Large Festival:	\$175
1. Festival with an attendance of more than 6,000 on any given day or	
2. Outdoor circus or carnival	
Small Festival:	\$50
1. Festival with an attendance of 6,000 or less each day or	
2. Indoor circus or carnival	
Firework/Pyrotechnic Display (per display)	\$200

	Fee
Fumigation or Thermal Insecticidal Fogging	\$25
Special Amusement Building	\$25
Tent or Air Supported Structures (Funeral Homes & tents less than 700 sq. ft. exempt)	\$25
Tent, Structure or Stand for Fireworks Sales:	
21 day permit	\$500
7 day permit	\$200
Other Not Listed	\$25
After Hours Inspection (inspections conducted outside of normal work hours)	\$50
*Late Application Fee	\$50

\*A fee will be added to certain Special Operational Use Permits if the application is not submitted 14 days prior to the event. The Special Operational Use Permit applications include Exhibit and Trade Shows; Large Festivals; Small Festivals; Fireworks Displays; Special Amusement Buildings; Tent or Air Supported Structures; and Tent, Structure or Stand for Fireworks Sales.

#### FIRE DEPARTMENT CONSTRUCTION PERMITS

Construction permits are required by the NC Fire Code to install or modify the following systems or equipment. Any person that commences any work before obtaining the necessary permit will be charged double permit fees and subject to civil citations and being reported to the NC State Board of Examiners.

Automatic Fire-Extinguishing System:	
Installation	\$60
Renovation/Modification	\$50
Automatic Sprinkler System:	
Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50
Standpipe System (Not part of a sprinkler system):	
Installation	\$50
Renovation/Modification	\$50
Fire Alarm and Detection System:	
(Includes devices tied into fire alarm system)	
Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50
Door Locking Devices:	
(Access-controlled egress, delayed egress, & special locking devices)	
Installation	\$60
Renovation/Modification	\$50
Two-way Communication System:	
(Area of Rescue Assistance)	
Installation	\$60
Renovation/Modification	\$50
Fire Pumps and Related Equipment:	
Installation	\$60
Renovation/Modification	\$50
Private Fire Hydrants (per unit):	
Installation	\$60
Renovation/Modification	\$50
Compressed Gas Systems (Amounts exceed those listed in Table 105.6.9)	
Abandon, Remove, Place Temporarily out of Service, or Close	\$50
Flammable and Combustible Liquids Storage Tanks:	
* Tank Installation- (per tank)	\$60

	Fee
Removal or Place out of Service- (per tank)	\$50
* If electrical circuitry is involved then an electrical permit must also be obtained	
Hazardous Material Facility or Other Area:	
Abandon, Remove, Place Temporarily out of Service, or Close areas regulated	\$60
<b>MISCELLANEOUS TESTS, INSPECTIONS, AND SERVICES</b>	
Residential (Group R-3):	
Fire Flow Test	\$200
Special Inspection (Conducted during normal work hours)	\$50
Special Inspection (Requested by contractor outside normal work hours) (per hour)	\$100
Stand-by Firefighter (4 hour minimum) (per hour)	\$25
Re-inspection fees will be charged to the permit applicant or holder of a General Inspection Use Permit beyond the first re-inspection when conducting inspections for fire code violations that have not been corrected:	
First non-compliance re-inspection	\$50
Second and all subsequent non-compliance re-inspections. (per re-inspection)	\$100
Re-inspection fees will be charged to the permit holder of a Fire Department Construction Permit for the following: <i>Re-inspections due to work not being finished, corrections not being completed, or failure to cancel an inspection.</i>	
	\$50
Reimbursement cost for stand-by fire protection services due to hazardous materials incidents or other emergencies:	
Engine or Ladder Company (per hour)	\$100
Incident Commander (per hour)	\$25
Incident supplies, fuel, overtime cost for staffing	Replacement Cost
Plans Review:	
Plans review shall be based on the following computations for construction :	
A = Total Gross Building Floor Area of Construction	
B = Fee per Square Foot (from table below)	
Total Gross Building Floor Area of Construction (square feet)	
0 - 5,000	A x B = Permit Fee
5,001 - 15,000	(A x B x 0.75) + (1,250 x B) = Permit Fee
15,001 and above	(A x B x 0.50) + (5,000 x B) = Permit Fee
Building:	
Residential	\$0.05
Storage	\$0.035
Assembly	\$0.06
Institutional	\$0.06
Business	\$0.06
Mercantile	\$0.05
Hazardous	\$0.05
Factory/Industrial	\$0.04
Educational	\$0.065

## **PUBLIC SERVICES**

### ***Street Division***

Installation and Removal of curbing, driveways, storm drains, and sidewalks Actual Cost plus 10%

### ***Solid Waste***

Bulky Item Collection Fees:

Furniture (per Item)	\$5
White Goods (per Item)	\$25
Scrap Metal (per Pick-up Load)	\$20

	Fee
Mattress	\$20
Box Springs	\$10
Miscellaneous Items (per Pick-up Load)	\$25
Items Requiring Use of Backhoe	\$50
Bulk Brush Removal Minimum Charge (applies to loads over a truck load)	\$50
Charges for specific cases will be calculated by Public Works Director or designee based on site visit.	
<b>All fees must be paid in advance of service.</b>	
<b><i>Fleet Management</i></b>	
Repair of Rowan Transit System Fleet and Trolley Fleet	\$65.41/hour
Repair of Hazardous Material Van:	
Labor	\$65.41/hour
Repair Parts	Actual Cost + 20%
Repair Sublet	Actual Cost + 15%
<b><i>Cemetery</i></b>	
Burial-adult	\$900
Burial-infant	\$450
Disinterment - Adult	\$1,800
Disinterment - Infant	\$900
Interments - two--one grave-adult	\$950
Interments - two--one grave-infant	\$500
Interment - Crematory remains	\$450
Interment - Crematory remains placed inside of marker	\$25
Interment - Mausoleum (City employee direct involvement)	\$300
Interment - non-City registrations	\$25
Funeral processions entering cemetery after 3:00 P.M. weekdays	\$200
Funeral processions entering cemetery on weekends	\$300
Funeral processions entering cemetery on holidays	\$450
Monument installation permit	\$25
Deed Change	\$25
Cemetery Lot Fee Schedule:	
Adult, City resident	\$800
Adult, non-City resident	\$1,000
Infant, City resident	\$400
Infant, non-City resident	\$600
Columbaria fees:	
Niche, City resident	\$1,350
Niche, non-City resident	\$1,550
Weekday Inurnment fee	\$150
Weekend Inurnment fee	\$300
<b><i>Grounds Maintenance</i></b>	
Cooperative tree planting on public right-of-way	Actual cost of tree



**TRANSIT**

## Individual Fares:

	Fee
Regular- All Locations (no transfer fee)	\$1.00
Reduced (Disabled, Senior Citizens, Medicare and College Students)	\$0.50
Transfers & Children under 5	FREE
40 Ride pass:	
Regular	\$35
Reduced (Disabled, Senior Citizens, Medicare and College Students)	\$17
ADA Paratransit System (all fares)	\$2
ADA 40 Ride Pass	\$70

**PARKS & RECREATION**

## City Park \*

Arts & craft room	\$40 per hour + \$75 deposit
Multi-purpose room	\$75 per hour + \$75 deposit
Any room with kitchen	\$10/ hr. Additional
Meeting room	\$40 per hour + \$75 deposit
Room A	\$40 per hour + \$75 deposit

## Hall Gym

Meeting Room	\$50 per hour + \$75 deposit
Gym	\$70 per hour + \$100 deposit

## Civic Center

## Weekend and Full Day Rental:

Multi-purpose room & kitchen - for first eight hours each day	\$500 + \$100 deposit/ \$300 if serving alcohol
Multi-purpose room, small room & kitchen - for first eight hours each day	\$575 + \$100 deposit/ \$300 if serving alcohol
Small meeting room only (per hour)	\$75 per hour + \$50 deposit

## Monday - Thursday Rentals:

Multi-purpose room & kitchen - four hour rental between 8 a.m. and 8 p.m.	\$250 + \$100 deposit/ \$300 if serving alcohol
Rental of any rooms after 8 p.m.	\$75 per hour

## Fred M. Evans Pool @ Lincoln Park (two hour minimum)

Two lifeguards	\$50 per hour + \$50 deposit
Four lifeguards	\$75 per hour + \$50 deposit

## Miller Center \*

Computer Lab	\$30 per hour + \$75 deposit
Multi-purpose room	\$75 per hour + \$75 deposit
Meeting room	\$40 per hour + \$75 deposit
Any room with kitchen	\$10/ hr. Additional

Note: \*Three (3) hour minimum for rentals during non-operational hours

## Shelters &amp; Gazebo Rentals:

Cannon Park Gazebo Rental	(Electricity Included)	\$150 security deposit;
	(only available for groups 40 or less)	\$50 (Refundable)
Peace Haven Gazebo at City Park		\$150 security deposit; \$50 (Refundable)

	Fee
Hurley Park Gazebo rental	\$150 security deposit; \$50 refundable
Robertson Eastern Gateway	\$150 security deposit; \$50 refundable
Bell Tower/ Temple Gazebo	\$150 security deposit; \$50
Advertising Fees	
Salisbury Community Park	\$600 initial fee; \$300 annual renewal
Salisbury Greenway	\$1000 - \$5000
Athletic Fields	
Flat rate rentals will generally apply; the Director has authority to negotiate rates for major (regional/national) co-sponsored events.	
Youth & Adult Softball/Baseball	
Fee	\$20/ hr
Additional per hour charge for lights	\$25
Field Prep Fee	\$60
Tournament Fees for Kelsey and Sports Complex (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.) per field	\$150
1 day / 2 fields	\$300
2 day / 2 fields	\$600
Non-refundable deposit of 50% of day rate or \$150	
Rate includes field preparation and lighting	
Tournament Fees for Salisbury Community Park (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.) per field	\$200
1 day / 3 fields	\$600
2 day / 3 fields	\$1,200
Non-refundable deposit of 50% of day rate or \$200	
Rate includes field preparation and lighting	
Additional preparation fee per field	\$60
Soccer	
Flat Fee	\$25/hr
Field Prep Fee	\$60
Tournament Fees (prep \$45)	
1/2 day tournament/1 field (8 a.m. - 1 p.m.) 5 hrs.	\$125
1 day tournament/1 field	\$250
Rate Includes: 1 field & 1 field prep	
Football	
Flat Fee	\$25/hr
Tournament Fees (prep \$45)	
Cross Country Prep Fee	\$150
Tennis	
Reservation Fee	\$5
Special Event Permits	
1 Day	\$50
Special Event Permits	
Gate Permit	\$50/day
Concession Permit	\$50/day
Vending Permit	\$50/day

***Park Avenue Community Center \****

Multi-purpose room &amp; kitchen (Kitchen is light use only-not Commerical)

Non-profit organizations

Non-profit organizations / fund raiser

For profit organizations

4 hours or less Rental

4 hours + All Day Rental

Note: \*Two (2) hour minimum for rentals

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**Fee**

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\$40 per hour + \$50 deposit

\$55 per hour + \$50 deposit

\$40 per hour + \$50 deposit

\$70 per hour

\$300

***West End Community Center***

Conference Room

\$50/hr

**UTILITY ENGINEERING**

Engineering, Consulting, and Technical Services

Project Manager - Professional Engineer

\$100/hr

Civil Engineer

\$75/hr

Engineering Technician

\$50/hr

Construction Inspector

\$50/hr

Survey Field Crew (2 person)

\$75/hr

Clerical

\$25/hr

Set of Bid Documents, each

\$50

Utility Location Maps

Paper Document

\$15

Digital Format

CD Disk, each

\$20

DVD Disk, each

\$20

Engineering Plan Review Fee (Water Only)

\$200

Engineering Plan Review Fee (Sewer Only)

\$200

Field Inspection of Water Lines

\$1 per ft

Field Inspection of Sewer Lines

\$1 per ft

Xerox/blue prints:

On paper up to 4 ft in length

\$5

On mylar up to 4 ft in length

\$20

**BUSINESS AND FINANCIAL SERVICES**

Accounts Receivable - Not billed on Utility bill (30 days past-due)

1.5% per month

Accounts Receivable - Billed on Utility Bill (24 days after billing)

1.5% per month

Copier or Multifunction Machine Fee

\$0.10 per copy/scanned  
page; Minimum of \$1/ \$1

extra for mailing

Copy of reports/files

Actual cost of supplies  
and mailing

**TELECOMMUNICATIONS**

	Fee
Dispatch service:	
Cost per unit	\$10
Surcharge per radio for companies with less than 25 radios	\$4
Secure Conversation	\$5
Interconnect Service - Telephone	\$24
Interconnect Service - Telephone/Hark Number	\$25
One-time hook-up (per radio)	\$25
Pager System Usage Fee:	
Numeric or Alphanumeric	\$15
One time hookup charge	\$10
If agency uses a PC to page with	\$7
Radio Programming:	
Programming charge	\$35
ID Change Only	\$20
Partial Map Build	\$150
Fleet Map Build	\$250
Modem	\$30
Laptop	\$75
Radio Diagnostic	\$90
Repair (Hourly rate)	\$120
Hourly Travel Rate outside City Limits (from Customer Service Center)	\$60
Equipment Installation:	
Radio Dash Mount	\$80
Radio Dash Removal	\$30
Radio Remote Mount	\$130
Radio Remote Removal	\$40
Ambulance dual installation	\$245
Ambulance dual Removal	\$80
Camera Installation	\$155
Camera Removal	\$80
MDT Mount Installation	\$80
MDT Mount Removal	\$30
Modem Installation	\$80
Modem Removal	\$30
Wig Wag Installation	\$55
Wig Wag Removal	\$30
4 Corner Strobes Installation	\$130
4 Corner Strobes Removal	\$45
Flashlight Installation	\$25
Flashlight Removal	\$15
Charger Installation	\$45
Charger Removal	\$15
Light bar Installation	\$130
Light bar Removal	\$65
Siren Installation	\$80
Siren Removal	\$30
Parts	Actual Cost + 20%

**SCHEDULE A  
CASH DEPOSITS**

Charges in Schedule A shall be as authorized by Chapter 25, Article II, Section 25-32, of the City Code.

- (a) Domestic consumer of water, dischargers of sewage, fibrant, residential owner-occupants including single family townhouses and condominiums shall be exempted, unless (e) below applies \$150
- (b) Waste Collection and/or Stormwater Residential without water service \$75
- (c) Commercial, industrial, and institutional recipient \$150  
Local, state, and federal governments or agencies thereof shall be exempted.
- (d) Consumers with more than one account at the same location shall be required to make only one deposit if the customer has a good pay history. Commercial or industrial customers who operate multiple businesses under one corporate management shall be required to pay a deposit for each business or industry.
- (e) Any consumer or recipient of water, discharges of sewage, fibrant, waste collection and/or stormwater, that has previously been disconnected for non-payment may be required a deposit upon discretion of the Customer Service Manager \$150
- (f) Deposits shall be returned at termination of service less any unpaid rates and charges.

**SCHEDULE B  
METER INSTALLATION AND SEWER CONNECTION CHARGES**

Charges in Schedule B shall be as authorized in Chapter 25, Article II, Section 25-33, of the City Code.

- (a) Three-fourths-inch residential water tap:
  - ¾" Water tap - SRU installed \$2,275
  - ¾" Water tap - Developer installed \$350
  - ¾" Water tap - Crescent \$1,150
- (b) One-inch residential water tap \$2,675
- (c) Irrigation taps are one-half the cost of regular taps and not subject to any discounts.
- (d) All commercial water services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential water connections larger than 1", both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. Master meter installations required for private water or sewer systems shall be charged on the basis of material costs at the prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code).
- (e) Four-inch sewer connections:
  - 4" Sewer tap - SRU Installed \$1,975
  - 4" Sewer tap – Developer Installed\*: \$250

\*Note: Includes the Crescent Subdivision
- (f) All commercial sewer services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential sewer services larger than four-inch, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at then prevailing or established rates. (See Chapter 22, Article I, Section 22-2 City Code).
- (g) Reconnection fee for non-payment during business hours \$50
- (h) Physical notification of non-payment of a utility bill or disconnection notice (hanging tag) \$50
- (i) Turn on or off during business hours; shall be applied to utility bill if not prepaid \$50  
Turn on or off after hours; shall be applied to utility bill if not prepaid \$100
- (j) Unauthorized use of fire protection system \$100
- (k) Fire protection system testing (per test) \$50
- (l) Meter reinstallation charge (per meter) \$35
- (m) Inspection fee (per connection)
  - Water or sewer connection \$45
  - Backflow \$45
  - Re-inspection of either water, sewer, or backflow \$20

- (n) Should a property owner request an existing service connection be replaced with a larger one, the charges scheduled above will apply in full.
- (o) Payment of lump sum charges or charges based on estimated costs, as above, is a prerequisite to issuance of a building permit pursuant to Section 7-65 of the City code. Overpayments made as a result of overestimating costs will be reimbursed, and the City will invoice underpayments to the developer.
- (p) The City's charge for a returned check or debit, as authorized in Section 25-34, shall be the maximum allowed by State law. This amount shall be applied to current utility bill, along with amount of the unpaid check. There will be no convenience fees charged on any credit/debit card payments.  
Water Service renewal fee shall be charged on the basic labor, material, and overhead costs, not to exceed the fee of a residential ¾" Water top – SRU installed.
- (q) Lateral transfer fee shall be charged on the basis of labor, material, equipment and overhead costs, not to exceed the fee of a residential 4" Sewer tap – SRU Installed.
- (r) Recycling fee \$4.03/Month
- (s) Landfill fee
  - (1) Residential (per container) \$4.09/Month
  - (2) Commercial (per container) \$7.62/Month
- (t) Waste collection fee
  - (1) Commercial (per container) \$10/Month
  - (2) Residential (per container) \$8/Month
  - (3) Removal of containers for nonpayment \$25
- (u) Stormwater fee
  - (1) Residential \$4/Month
  - (2) Commercial/Industrial per ERU with a minimum of one ERU  
(Capped at \$2,500/month) \$4/Month
- (v) Unauthorized reconnection fee (charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment) \$100
- (w) Locking Devices Cut or Damaged \$20
- (x) Metering infrastructure (meters, meter boxes, yokes, endpoints, etc.) damaged through intentional or deliberate action shall be charged on the basis of labor, material, equipment, and overhead costs at then prevailing or established rates. Accidental damage shall be charged at actual replacement costs of the equipment.

### SCHEDULE C WATER SERVICE CHARGES

Charges in Schedule C shall be authorized by Chapter 25, Article II, Section 25-35, of the City Code.

Monthly Water Rates:

Minimum charge per meter size	¾" =	\$4.13
	1" =	\$6.11
	1-1/2" =	\$9.41
	2" =	\$13.37
	3" =	\$25.91
	4" =	\$44.39
	6" =	\$95.21
	8" =	\$161.21
	10" =	\$253.61
	12" =	\$332.81
	16" =	\$662.81

Volume charge per 100 cubic feet:

Raw water	\$0.77
Finished, potable water	\$3.89
Southern Power	\$1.98

**SCHEDULE D**  
**WATER SERVICE CHARGES FOR BULK RATE**

Charges in Schedule D shall be as authorized by Chapter 26, Article II, Section 26-23 of the City Code.

- (a) Nongovernmental customers may receive water in bulk lots. Such purchases, which shall be made at the 500 North Church Street, shall be conditioned upon an advance payment of one hundred and fifteen dollars (\$115.00) per twenty-five thousand (25,000) gallon increment and shall be limited to a maximum of one-hundred thousand (100,000) gallons during any thirty (30) day period.
- (b) Subject to the provisions of Sections 26-7 and 26-8, nongovernmental customers may purchase water directly from fire hydrants or other water outlets. Meters, however, will be placed on hydrants to allow accurate measurement for billing purposes. Arrangements shall be made with the utilities at least one week in advance to ensure availability and scheduling of equipment and manpower, all subject to applicable provisions of Schedules C and D, and an advance payment of one hundred and fifteen dollars (\$115.00).

**SCHEDULE E**  
**SEWER SERVICE CHARGES**

Charges in Schedule E shall be as authorized by Chapter 25, Article II, Section 25-37, of the City Code.

Monthly Sewer Rates:

(1) Minimum charge per meter size	3/4" =	\$4.53
	1" =	\$6.81
	1-1/2" =	\$10.61
	2" =	\$15.17
	3" =	\$29.61
	4" =	\$50.89
	6" =	\$109.41
	8" =	\$185.41
	10" =	\$291.81
	12" =	\$383.01
	16" =	\$763.01
Volume charge per 100 cubic feet		\$5.25
(2) Flat rate sewer charge		\$47.85

**SCHEDULE F**  
**SEWER SURCHARGE**

Surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates for discharges into either the Town Creek or Grant Creek Wastewater Plants:.

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of one-hundred fifty-four dollars and twenty cents (\$154.20) per one thousand pounds.
- (b) For Total Suspended Solids (TSS) in excess of three hundred (300.0) mg/l, the surcharge shall be at the rate of two-hundred seventy-two dollars and twenty-six cents (\$272.26) per one thousand pounds.
- (c) For Total Kjeldahl Nitrogen (TKN) in excess of forty (40.0) mg/l, the surcharge shall be at the rate of one-thousand eight hundred nineteen dollars and forty-eight cents (\$1,819.48) per one thousand pounds.

Contract haulers of wastewater discharging at City treatment facilities will be assessed a charge of seventy-five dollars (\$75.00) for up to two-thousand gallon load discharged, as defined in Chapter 25, Article II, Section 25-38.

Pretreatment Permit Fees shall be assessed at \$250 for each permit.

Pretreatment Permit Modifications shall be assessed at \$50 per industry request.

**SCHEDULE G  
ANALYTICAL TESTING**

Charges in Schedule G shall be as authorized by Chapter 25, Article II, Section 25-38, of the City Code.

Test	Fee
Coliform, P/A-Water	\$30
Nitrate (water)	\$30

Parameters not listed please contact Environmental Services for quote

Section 12. That the hourly rate of \$125 be established for work performed by the City Attorney.

Section 13. That this ordinance shall be effective upon its passage.





## **GLOSSARY OF TERMS**

**ADA:** The commonly used acronym for the Americans with Disabilities Act.

**ACCRUAL ACCOUNTING:** A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred, instead of when cash is actually received or disbursed. For example, in accrual accounting, revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30, rather than on July 12.

**ADOPTED BUDGET:** Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the City Council.

**AMI:** Acronym for Automated Meter Reading/Infrastructure. Refers to the reading of meters using a system of communication to communicate between the meter and the unit performing the “read”.

**APPROPRIATION (BUDGETING):** An authorization granted by the City Council to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

**ASE:** Acronym for Automotive Service Excellence.

**ASSESSED VALUATION:** A value established for real property for use as a basis for levying property taxes.

**BALANCED BUDGET:** Occurs when planned expenditures equal anticipated revenues. In North Carolina, it is a requirement that the budget submitted to the City Council be balanced.

**BMP:** Acronym for Best Management Practices.

**BOND FUNDS:** Resources derived from issuance of bonds for specific purposes and related Federal project grants used to finance capital expenditures.

**BOND REFERENDUM:** An election in which registered voters vote on whether the City will be allowed to issue debt in the form of interest-bearing bonds.

**BUDGET:** A comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures with various municipal services.

**BUDGET CALENDAR:** The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

**BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN):** The official written statement prepared by the City staff reflecting the decisions made by the City Council in their deliberations.

**BUDGET MESSAGE:** A general discussion of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget changes from previous fiscal years, City Council goals, and the views and recommendations of the City Manager.

**BUDGET ORDINANCE:** The schedule of revenues and expenditures for the upcoming fiscal year by fund which is adopted by the City Council each year.

**CAPITAL ASSETS:** Assets with an initial, individual cost of more than a certain amount and an estimated useful life in excess of two years. Minimum capitalization costs are as follows: buildings, \$10,000; furniture and equipment, \$5,000; infrastructure, \$100,000; and improvements other than buildings or infrastructure, \$5,000. All land is recorded as a capital asset without regard to any significant value.

**CAPITAL IMPROVEMENTS:** Major construction, repair of, or addition to buildings, parks, streets, bridges and other City facilities. Capital Improvements projects cost \$10,000 or more and have a useful life of more than three years.

**CAPITAL IMPROVEMENTS BUDGET:** The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.

**CAPITAL IMPROVEMENTS PROGRAM (CIP):** The annually updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five year period.

**CAPITAL OUTLAY:** A classification consisting of Capital Equipment and Capital Improvement.

**CAPITAL RESERVE FUND:** A special fund (also known as Equipment Replacement Fund) used as a clearing house for monies being transferred from General Fund, Water and Sewer Fund, Fibrant Communications Fund, and Stormwater Fund operations. Amounts based on the type, estimated life, and replacement costs of each piece of equipment are transferred from every department/division. From this fund, the City purchases equipment based on a replacement schedule and recommendations from Fleet Management, Information Technologies, Telecommunications, and Purchasing Divisions.

**CCF:** Acronym for 100 Cubic Feet of water.

**CD:** Acronym for Construction Documents.

**CDBG:** Acronym for Community Development Block Grant. A program that provides communities with resources to address a wide range of unique community development needs.

**CMAQ:** Acronym for Congestion Mitigation and Air Quality. Improvement program designed to assist nonattainment and maintenance areas in attaining the national ambient air quality standards by funding transportation projects and programs that will improve air quality.

**CMW:** Acronym for Certificate of Minor Works.

**COA:** Acronym for Certificate of Appropriateness.

**COD:** Acronym for Chemical Oxygen Demand.

**COST CENTER:** The smallest unit of activity or area of responsibility for which costs are accumulated.

**CTP GRANT:** Acronym for Community Transportation Program Grant. A funding source for the City's Mass Transit System.

**DEBT SERVICE:** The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**DEPARTMENT:** A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may have more than one fund.

**DEPRECIATION:** The reduction in value of a capital asset over its estimated useful life. The City uses the straight-line method of depreciation over the useful life as determined by the asset class.

**DSI:** Acronym for Downtown Salisbury Incorporated. A component unit that promotes, enhances and manages the development of the central business for the City.

**EDC:** Economic Development Commission.

**ENCUMBRANCE ACCOUNTING:** The system under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

**ENTERPRISE FUND:** A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees or charges.

**EPA:** Acronym for Environmental Protection Agency. US agency that is charged with protecting human health and the environment.

**ERU:** Acronym for Equivalent Residential Unit.

**FERC:** Acronym for Federal Energy Regulatory Commission. Independent agency that regulates and oversees energy industries in the economic, environmental and safety interests of the American public.

**FIBRANT:** The enterprise fund implemented in FY2009 that provides high speed broadband services to the citizens of Salisbury.

**FISCAL YEAR:** The time period beginning on July 1 of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

**FIXED ASSETS:** Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture, and other equipment. For financial purposes, a fixed asset has a purchase value of \$5,000 or greater.

**FOG:** Acronym for Fats, Oils and Grease. Program that addresses the issue of blockages causing Sanitary Sewer Overflows (SSO).

**FRA:** Acronym for Federal Railroad Administration.

**FTE:** Acronym for Full-Time Equivalent. The number of total hours worked divided by the maximum number of compensable hours in a work year as defined by law.

**FTTH:** Acronym for Fiber to the Home. The delivery of a communications signal over optical fiber from the operator's switching equipment to a home or business.

**FUNCTION:** A group of related programs crossing organization (departmental) boundaries and aimed at accomplishing a broad goal or major service.

**FUND:** A fund is a fiscal and accounting entity with a self-balancing set of accounts.

**FUND BALANCE:** Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

**GREAT:** Acronym for Gang Resistance Education and Training. A police-led series of classroom lessons that teaches children how to resist peer pressure and live productive, drug and violence-free lives.

**GAAP:** Acronym for Generally Accepted Accounting Principles which are the conventions, rules, and procedures necessary to describe accepted practice at a particular time.

**GCWWTP:** Acronym for Grant Creek Wastewater Treatment Plant.

**GDP:** Acronym for Group Development Plans.

**GENERAL FUND:** The general operating fund of the city used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL OBLIGATION (G.O.) BONDS:** Debt issued by the City, repayment of which is backed by full taxing power.

**GIS:** Acronym for Geographic Information System. Links the City to a city-wide database, including hardware, software, and added personnel. This system is utilized as an operational, day-to-day essential tool by City departments.

**GFOA:** Acronym for Government Finance Officers Association.

**GOAL:** A statement of broad direction, purpose or intent based on the needs of the community.

**GOVERNMENTAL FUNDS:** Those funds through which governmental functions are typically financed. The City has two governmental funds: General Fund and Special Revenue Fund.

**GPON:** Acronym for Gigabit Passive Optical Networking.

**HOME:** Acronym for Home Investment Partnership. A program that provides communities with resources to address a wide range of unique community development needs.

**HPO:** Acronym for High Performance Organization. A government working model.

**HRC:** Acronym for Human Relations Council.

**I&I:** Acronym for Inflow and Infiltration.

**INCH MILE:** The length of pipeline in miles, multiplied by the diameter of the pipe in inches.

**INVESTMENT REVENUE:** Revenue earned on investments with a third party. The City uses a pooled cash system. Cash is pooled from all funds and invested in total. The interest earned is then allocated back to the individual funds by the average cash balance in that fund.

**INTERFUND TRANSFERS:** Amounts transferred from one fund to another.

**ISO:** Acronym for Insurance Services Office. An agency which rates fire protection and suppression abilities/capabilities of fire departments.

**LCP:** Acronym for Local Convergence Point.

**LEASE PURCHASE:** Method of financing used for acquisitions or improvements. Title to the property transfers to the City at the expiration of the lease terms.

**MGD:** Acronym for Millions of Gallons per Day.

**MODIFIED ACCRUAL:** The basis of accounting for the City. Under this system, expenditures are recognized when encumbered, and revenues are recognized when they are collected.

**MPO:** Metropolitan Planning Organization is the officially designated body responsible for administering the transportation planning process required under Federal Law.

**MUTCD:** Acronym for Manual on Uniform Traffic Control Devices.

**NCBCC:** Acronym for North Carolina Building Codes Council. A board appointed by the Governor that adopts and amends the NC State Building Codes as authorized by G.S. 143-138.

**NCDENR:** Acronym for North Carolina Department of Environment and Natural Resources.

**NCDOT:** Acronym for North Carolina Department of Transportation.

**NCDOL:** Acronym for North Carolina Department of Labor.

**NCLM:** Acronym for NC League of Municipalities. A nonpartisan association of municipalities in North Carolina that strives to enhance the quality of life in municipalities through excellent municipal governance.

**NET ASSETS:** The difference between the City's total assets and total liabilities. Measuring net assets is one way to gauge the City's financial condition.

**NIOSH:** Acronym for National Institute for Occupational Safety and Health.

**NOC:** Acronym for Network Operations Center. A division of the Fibrant Communications Fund.

**NPDES:** Acronym for National Pollutant Discharge Elimination System. Permit program authorized by the Clean Water Act that controls water pollution by regulating point sources that discharge pollutants into waters of the US.

**NTU:** Acronym for Nephelometric Turbidity Unit. A measure of the cloudiness of a liquid.

**OBJECTIVE:** A statement of specific direction, purpose or intent to be accomplished by staff within a program.

**OPERATING BUDGET:** The City's financial plan which outlines proposed expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.

**OPERATING FUNDS:** Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

**OSHA:** Acronym for Occupational Safety and Health Administration. An agency of the US Department of Labor to prevent work-related injuries, illnesses and deaths by issuing and enforcing standards for

workplace safety and health.

**PARTF:** Acronym for Parks and Recreation Trust Fund. A grant to local governments for parks and recreation projects to serve the public.

**PERFORMANCE MEASURES:** Descriptions of a program's effectiveness or efficiency.

**PFT:** Acronym for Permanent Full-time. Full-time employee with benefits.

**PIT:** Acronym for Police Interdiction Team. Special Operations Division of the Police Department.

**POWELL BILL FUND:** Funding from the state, as a direct appropriation, which is restricted for use on maintenance of local streets and roads, primarily used for streets resurfacing.

**PPT:** Acronym for Permanent Part-time. Part-time employee working <1000 hours annually with benefits.

**PRODUCTIVITY:** A measure of the increase of service output of City programs compared to the per unit of resource input invested.

**PROGRAM:** An organized set of related work activities, which are directed toward accomplishing a common goal. Each City department is usually responsible for a number of related service programs.

**PROPERTY TAX RATE:** The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities.

**PROPERTY TAXES (AD VALOREM TAXES):** Taxes paid by those owning property in the City. These taxes are based on assessed value.

**RESERVE:** A portion of fund balance earmarked to indicate 1) that it is not available for expenditure, or 2) is legally segregated for a specific future use.

**RESOURCES:** Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

**REVENUE:** Income received from various sources used to finance government services; for example, sales tax revenue.

**REVENUE BONDS:** Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the issuer.

**ROW:** Acronym for Right of Way.

**SCADA:** Acronym for Supervisory Control and Data Acquisition.

**SERVICE LEVEL:** Measurement of services provided by the City to the public.

**SNAG:** Acronym for Salisbury Neighborhood Action Group.

**SPECIAL REVENUE FUND:** This fund accounts for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City maintains one Special Revenue Fund – a Community Development Fund.



**SRU:** Salisbury Rowan Utilities.

**TCWWTP:** Acronym for Town Creek Wastewater Treatment Plant.

**TDA:** Acronym for Tourism Development Authority.

**TFT:** Acronym for Temporary Full-time. Temporary employee working 40 hours per week seasonally with no benefits. Generally summer employees.

**TKN:** Acronym for Total Kjeldahl Nitrogen.

**TMDL:** Acronym for Total Maximum Daily Loads. TMDL is a calculation of the maximum amount of a pollutant that a waterbody can receive and still meet water quality standards.

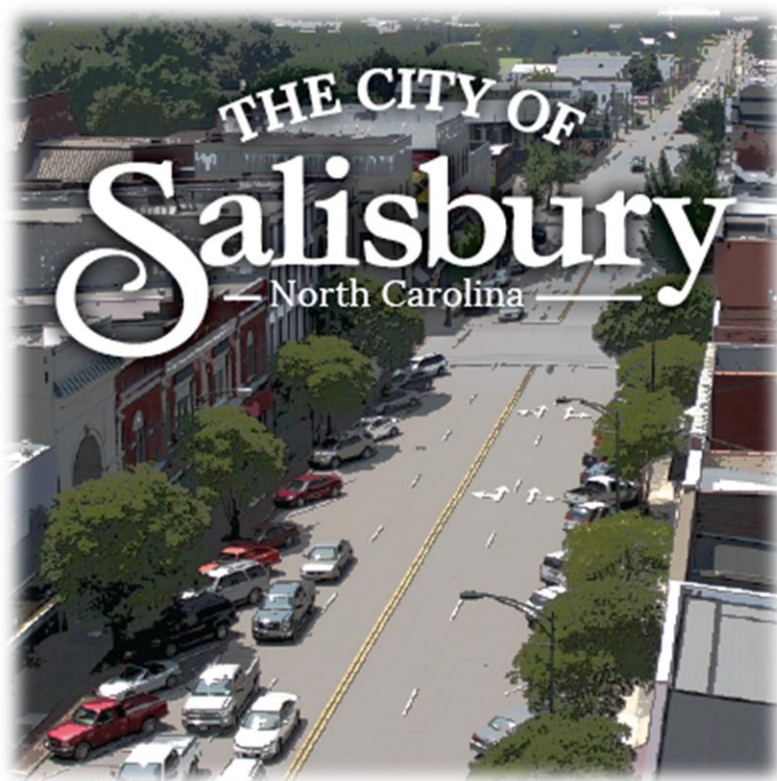
**TPT:** Acronym for Temporary Part-time. Part-time employee working less than 1,000 hours annually with no benefits.

**TSS:** Acronym for Total Suspended Solids.

**USDOJ:** Acronym for United States Department of Justice.

**VENTURIS:** A short tube with a constricted throat used to determine fluid pressures and velocities by measurement of differential pressures generated at the throat as a fluid traverses the tube.

**WWTP:** Acronym for Wastewater Treatment Plant.







# 2019-2020 Budget

THE CITY OF  
**Salisbury**  
— North Carolina —

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*Adopted Budget*  
*Fiscal Year Ending June 30, 2020*

# **CITY OF SALISBURY NORTH CAROLINA**

## **2019-2020 BUDGET** For the Year Ending June 30, 2020



### **MAYOR AND CITY COUNCIL**

**Al Heggins - Mayor**

**David B. Post - Mayor Pro-tem**

**Karen Kirks Alexander**

**Tamara Sheffield**

**William B. Miller**

### **CITY OFFICIALS**

**W. Lane Bailey**  
City Manager

**Zack Kyle**  
Assistant City Manager

**Budget Prepared By**  
**Shannon Moore – Finance Director**  
**S. Wade Furches – Finance Manager**  
**Anna R. Bumgarner – Senior Management Analyst**  
**Kaley Sink – Management Analyst**  
**Evans Ballard – Budget & Benchmarking Analyst**  
**Gayla Long – Purchasing Coordinator**  
**Mark D. Drye – Senior Management Analyst**  
**City Management Team**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Salisbury  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morill*

Executive Director

*This award has been received since the Budget Year beginning July 1, 1992 (Fiscal Year 1992-1993)*

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Salisbury, North Carolina for its annual budget for the fiscal year beginning July 1, 2018 (Fiscal Year 2018-2019).

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

**THE CITY OF SALISBURY'S  
FY 2019-20 BUDGET  
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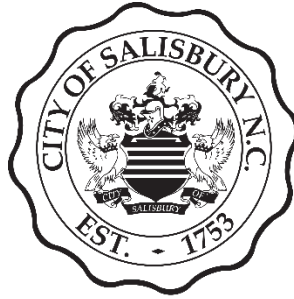




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# Budget Message

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**May 21, 2019**

**BUDGET MESSAGE FISCAL YEAR 2019-20**

**July 1, 2019 – June 30, 2020**

Mayor Heggins and City Council:

I am pleased to present you with my recommended budget for FY19-20. The County conducted a revaluation this year which provided an increase in property values, but significant projects and increased personnel costs have required use of the projected growth in revenue. With the addition of positions to Police and Fire, adjustments to salaries in Public Services, and the first of four state mandated increases to the retirement system, our personnel costs increased \$2,024,082 from FY19. The first year of the lease with Hotwire Communications for our broadband system has been challenging, but we remain positive that as Hotwire Communications completes transition of the utility, the revenue will continue to improve. We have reduced the General Fund contribution to the Broadband Fund by \$600,000. Although we were able to reduce the contribution to the Broadband Fund, the contribution to the Transit Fund has increased by \$285,742. With the recent property revaluation raising the value of the tax base, a revenue neutral tax rate would be \$0.6734; however, because of increased personnel costs and to provide an adjustment for last year's tax billing transposition, I am recommending a rate of \$0.7127 which is above revenue neutral but a slight decrease from the current rate of \$0.7196. This will allow us to maintain existing services at current levels. ATTACHMENT A shows the value of one cent in neighboring communities and the impact of the proposed tax rate on a home valued at \$100,000 in Salisbury.

**GENERAL FUND EXPENDITURES**

The General Fund budget includes the increase in the number of Police and Fire positions added during the past year. Salaries were also adjusted in our Fire and Public Services Departments to bring employees' salaries to a living wage. The proposed budget includes the following new positions:

- Project Manager – Engineering
- Traffic Signal Technician
- Four Police Officers
- Victim Advocate
- Crime Analyst
- Part-time Nuisance Abatement Officer
- Part-time Downtown Officer
- Nine SAFER Grant Fire Department Positions

This year, I am recommending a Cost of Living Adjustment (COLA) of 1.6% for all employees, and a 1.4% average merit increase for employees whose evaluations reflect their commitment to exceptional service. This is in an effort to compensate employees at rates that reflect inflation while also continuing to seek innovative solutions to recognize and retain high quality employees.

Our General Fund balance is above average because of sound financial management in previous years, and we are currently at approximately 35%. This is well above the Local Government Commission minimum requirement of 8%. This provides us with the ability to appropriate a portion of the General Fund balance to move forward with several large projects while still maintaining a healthy Fund Balance. The large projects include:

- \$350,000 Bell Tower Green Downtown Park
- \$200,000 Dixonville Cemetery
- \$100,000 Fire Station 3 reimbursement with future debt
- \$350,000 City Park Lake Dredging
- \$270,000 Plaza Roof Project
- \$135,000 Plaza Waterproofing
- \$366,940 Roof and HVAC Replacements
- \$50,000 Completion of Phase 1 MUNIS Financial Software
- \$291,606 CMAQ Local Match – Newsome Road Bike Lanes
- \$193,000 CMAQ Local Match – Salisbury Mall Sidewalk
- \$35,000 CMAQ Local Match – Brenner Avenue Sidewalk
- \$50,000 CMAQ Local Match – Grants Creek Greenway
- \$47,000 CMAQ Local Match – Old Concord Road Sidewalk
- \$85,000 Main Street Traffic Calming

Solid Waste has become a challenge due to the instability of the markets for recyclables. Salisbury is one of the few municipalities in the region whose curbside collection program includes waste, single stream recycling, and limb and yard waste. For the curbside collections program to continue to be self-sustaining, I recommend a fee increase of \$2 per month, from \$16.12 to \$18.12, for residential curbside collection sites with one waste container and one recycling container. The proposed increase for commercial rates is an average \$2.50 per month. The current rate for commercial customers who do not participate in recycling will change from \$17.62 to \$19.62. The rate for commercial customers who do participate in the recycling program will change from \$21.65 to \$24.15. The revenue generated from the fee increase will keep a full cost recovery for the program.

The Municipal Service District (MSD) has a separate tax rate of \$.176, and I recommend maintaining the current rate. This will generate \$12,000 in additional revenues over a revenue neutral rate of \$.163 that can be used in the District to promote substantial projects such as the Empire Hotel.

## **WATER/SEWER UTILITY FUND**

Salisbury-Rowan Utilities (SRU) remains committed to its mission to provide high quality water and wastewater service to our customers throughout Rowan County while providing excellent customer service to our rate payers and our community.

Water and wastewater infrastructure and treatment facilities continue to age and require regularly scheduled maintenance and replacement. SRU continues to implement the 10-year Capital Improvement Plan (CIP) that will adequately fund infrastructure needs while maintaining competitive rates in our region. Complementing the CIP is a newly implemented asset management program for water and wastewater treatment facilities.

The effluent pump station and headworks replacement project at the Grant Creek wastewater treatment facility, as well as the Crane Creek sewer lift station and force main improvements project will both be under construction later this year. SRU also completed the implementation of the AMI (Advanced Metering Infrastructure) project in 2018. This allows all customers' water usage to be accurately metered and equitably billed, and with AMI, customers have the ability to monitor water usage via EyeOnWater, a free web-based customer service tool.

Also last year, SRU embarked on the initial phase of a multi-year effort to rehabilitate aging gravity sewer lines throughout the system in an effort to reduce inflow and infiltration (I&I). I&I is storm water or groundwater that enters the sanitary sewer system through cracks, joints, manholes, broken cleanouts and/or cross-connections. High levels of I&I increase treatment costs, impact capacities both in the collection system and at the treatment plant, and have the potential to cause sanitary sewer overflows (SSOs). SRU conducts system-wide flow monitoring of the collection system in order to prioritize rehabilitation efforts. Funding for sewer rehabilitation is projected to increase each year in the CIP in an effort to further reduce I&I and prevent SSOs.

Although we strive to maintain fair and equitable rates for our consumers, it is extremely challenging to treat our water and wastewater while still meeting required regulations and delivering excellent service. As a result, I am recommending a 1.6% water and sewer increase based on the Consumer Price Index for urban consumers for the South Region (CPI-U). An average monthly residential water and sewer utility bill, for a customer using 5,000 gallons, would be \$70.86 (an increase of \$1.11 or less than \$0.04 per day). A chart of rate comparisons within the region and/or similar-sized utilities is included in ATTACHMENT B.

## **STORMWATER FUND**

Last year Council approved restructuring the stormwater fees to provide a more equitable distribution of fees between our residential and non-residential customers. The change has worked well and provided a relief for residential property owners while providing funds for stormwater projects to reduce flooding and pollution to maintain compliance with our existing NPDES permit. One of the larger stormwater projects in the proposed budget is the Sunset Drive Project budgeted at \$227,000.

## **FIBRANT FUND**

Salisbury is one of the first broadband utilities in North Carolina to enter a public/private partnership for lease of its utility. Our broadband network is a community asset and we look forward to partnering with Hotwire Communications to improve our financial position. The recommended budget includes \$300,000 in principal debt payment toward the inter-fund loan to the Water & Sewer Fund, plus 1% interest. The General Fund contribution has been reduced by \$600,000 to \$2.4 million in FY2019-20. We anticipate the contribution to be reduced each year until it reaches \$1.5 million where it is anticipated to remain flat until the debt matures in 2029.

## **TRANSIT FUND**

A Transit Master Plan was recently presented to Council with several options for routes and vehicles. While the majority of funding for Transit is provided through Federal Grants and State Grants, the General Fund contribution for FY20 is \$633,564, an increase of \$285,742. Additional discussions are needed regarding the Transit Master Plan, particularly the service areas and fee recovery for areas outside of the city limits.

In closing, I want to thank the Management Team and staff for their assistance in preparing this year's budget. I would especially like to thank Finance Director Shannon Moore and Budget & Senior Management Analyst Anna Bumgarner for their hard work in preparing this budget. Our Management Team is committed to working with you to develop a budget that meets the needs of our community and the goals of City Council.

Respectfully Submitted,



W. Lane Bailey  
City Manager

## ATTACHMENT A – GENERAL FUND

Impact of Tax Rate on a \$100,000 home

### Proposed Property Tax Rate Change

<u>Example</u>	<u>Tax Rate</u>	<u>Annual Tax Impact (Average House)</u>
Current City Property Tax Rate	0.7196	\$719.60
Revenue Neutral Tax Rate	0.6734	\$673.40
Recommended Tax Rate	0.7127	\$712.70

### Value of 1 cent based on 2018 CAFR:

Statesville	\$277,608	FY20 Budget
<b>Salisbury</b>	<b>\$302,715</b>	
Kannapolis	\$394,750	
Mooreville	\$621,336	
Concord	\$1,007,656	

**ATTACHMENT B – SALISBURY-ROWAN UTILITIES**

	<u>Municipality</u>	<u>Service Population</u>	<u>No. of Water Connections</u>	<u>Water</u>	<u>Sewer</u>	<u>Total</u>	
1	Town of East Spencer	1,775	699	\$57.13	\$68.15	\$125.28	
2	Town of Landis (Electric City)	3,100	1,551	\$56.75	\$66.60	\$123.35	
3	OWASA	83,300	21,000	\$39.91	\$45.29	\$85.20	
4	City of Thomasville - Inside Rate	26,418	10,525	\$34.90	\$49.30	\$84.20	
5	City of High Point - Inside Rate (Electric City)	112,201	42,445	\$29.02	\$48.74	\$77.76	
6	City of Lincolnton - Inside Rate	12,320	5,959	\$29.99	\$46.97	\$76.96	
7	City of Wilson - Inside Rate	51,088	21,862	\$34.60	\$41.82	\$76.42	
8	City of Kannapolis – Inside Rate	51,254	20,188	\$37.70	\$34.05	\$71.75	
9	<b>Salisbury-Rowan Utilities (proposed)</b>	<b>53,942</b>	<b>21,097</b>	<b>\$30.82</b>	<b>\$40.03</b>	<b>\$70.86</b>	
10	Town of Mooresville - Inside Rate	38,003	14,962	\$27.81	\$40.79	\$68.60	
11	City of Lexington – Inside Rate (Electric City)	18,931	8,368	\$27.23	\$36.60	\$63.83	
12	Charlotte Water	954,644	279,609	\$19.56	\$42.92	\$62.48	
13	City of Concord - Inside Rate (Electric City)	99,352	39,182	\$30.84	\$31.49	\$62.33	
14	City of Statesville – Inside Rate (Electric City)	25,712	12,865	\$23.45	\$37.43	\$60.88	
15	City of Lenoir - Inside Rate	21,344	9,800	\$23.62	\$24.30	\$47.92	
16	City of Albemarle – Inside Rate (Electric City)	16,000	7,111	\$21.84	\$20.20	\$42.04	
* Information obtained from UNC Environmental Finance Center (FY18-19)							
* Rates based on 5,000 gallons (approx. 6.68 billing units)							
* All communities are shown at current rates; projected rate increases are unknown							
<b>Proposed rate increases (FY20):</b>							
OWASA = 5%							

## **ADDENDUM**

### **FY2019-2020 ADOPTED BUDGET**

On May 21, 2019, the City Manager presented a balanced FY2019-2020 Budget proposal totaling \$83,170,642 for all funds.

The public hearing, as required by N.C.G.S. 159-12, was held on June 4, 2019. One citizen spoke regarding the funding for resurfacing tennis courts and building separate pickle ball courts by using fund balance or leaving tax rate the same. The City held a budget work session on June 11, 2019.

The City Council adopted the FY2019-2020 budget on June 18, 2019, with the following changes to the recommended budget presented by the City Manager:

#### **ADDITIONS:**

Add \$208,000 in General Fund – Current Year Tax Revenues

Add \$95,000 in General Fund Special Projects Expenses for RSSS

Add \$75,000 in General Fund Special Project Expenses for Economic Development

Add \$38,000 in General Fund Contingency Expenses

The final adopted FY2019-2020 Budget for all funds totals \$83,378,642.

The full transcript of the budget discussions and public hearings can be read at:

<http://salisburync.gov/Government/City-Council/Minutes-and-Agendas>

The adopted budget can be reviewed at:

<http://salisburync.gov/Government/Financial-and-Business-Services/Budget>



**EXHIBIT 1  
CITY OF SALISBURY  
SPECIAL PROJECTS FOR FY2019-20**

<b>GENERAL FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>CITY COUNCIL</b>				
LDO Codification	\$ 12,000	\$ 10,000	\$ 10,000	\$ -
Total Special Projects	\$ 12,000	\$ 10,000	\$ 10,000	\$ -
<b>MANAGEMENT &amp; ADMINISTRATION</b>				
Citizens Academy	\$ 8,500	\$ 7,000	7,000	\$ -
Executive Development	6,000	5,000	5,000	-
United Way Day of Caring	2,000	2,000	2,000	-
Community Engagement	4,500	4,500	4,500	-
Total Special Projects	\$ 21,000	\$ 18,500	\$ 18,500	\$ -
<b>DOWNTOWN DEVELOPMENT</b>				
NC Certified Retirement Community	\$ 17,000	\$ 5,000	\$ 5,000	\$ -
Total Special Projects	\$ 17,000	\$ 5,000	\$ 5,000	\$ -
<b>FINANCIAL SERVICES</b>				
Software - MUNIS	\$ 130,000	\$ 50,000	\$ 50,000	\$ -
Total Special Projects	\$ 130,000	\$ 50,000	\$ 50,000	\$ -
<b>POLICE - SUPPORT SERVICES</b>				
Rowan County Telecommunications Pymnt 7 of 10	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Total Special Projects	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
<b>POLICE - SUPPORT SERVICES - CID</b>				
Digital Forensic Evidence Exam Station	\$ 4,195	\$ -	\$ -	\$ -
Total Special Projects	\$ 4,195	\$ -	\$ -	\$ -
<b>POLICE - ADMINISTRATION</b>				
Community Classroom	\$ 5,000	\$ 3,500	\$ 3,500	\$ -
Additional Duty Pay	87,550	-	-	-
Workout Equipment Replacements	7,500	-	-	-
Quartermaster Module	9,050	-	-	-
Downtown Events Officer	20,000	-	-	-
Nuisance Abatement Liaison	20,000	-	-	-
Total Special Projects	\$ 149,100	\$ 3,500	\$ 3,500	\$ -
<b>POLICE - FIELD OPERATIONS</b>				
Ballistic Vest Replacement	\$ 13,300	\$ 13,300	\$ 13,300	\$ -
Replacement of 2 Radar Units	4,000	-	-	-
Total Special Projects	\$ 17,300	\$ 13,300	\$ 13,300	\$ -
<b>FIRE ADMINISTRATION</b>				
MSA Altair 5X gas monitors	\$ 7,900	\$ -	\$ -	\$ -
Firefighter Personal Protective Equipment	76,700	46,399	46,399	-
Level III Tactical & Ballistic First Responder Vest	22,418	-	-	-
Total Special Projects	\$ 107,018	\$ 46,399	\$ 46,399	\$ -

GENERAL FUND	REQUESTED	MANAGER RECOMMENDS	ADOPTED	OFFSETTING REVENUE
<b>ENGINEERING</b>				
Sidewalk Upgrades	\$ 30,000	\$ -	-	\$ -
Signal System Network Upgrade	178,000	178,000	178,000	172,660
Klumac Rd Sidewalk	35,000	-	-	-
Brenner Ave Sidewalk & Intersection Improvements C-5603H	175,000	175,000	175,000	140,000
Grants Creek Greenway EB-5619	250,000	250,000	250,000	200,000
Old Concord Rd Sidewalk C-5603D	235,000	235,000	235,000	188,000
Update City Construction Standards	40,000	-	-	-
South Long St Traffic Calming	85,000	85,000	85,000	-
Newsome Rd Bike Lanes/Sidewalk C-5160	1,320,000	1,320,000	1,320,000	1,028,394
Sidewalk near West End Plaza (Salisbury Mall) C-4908G	503,000	503,000	503,000	310,000
Total Special Projects	<u>\$ 2,851,000</u>	<u>\$ 2,746,000</u>	<u>\$ 2,746,000</u>	<u>\$ 2,039,054</u>
<b>STREET LIGHTING</b>				
Street Light Improvements- 150 Lights	\$ 32,772	\$ 32,772	\$ 32,772	\$ -
Total Special Projects	<u>\$ 32,772</u>	<u>\$ 32,772</u>	<u>\$ 32,772</u>	<u>\$ -</u>
<b>COMMUNITY PLANNING SERVICES</b>				
Housing Stabilization - Year 5 of 5	\$ 100,000	\$ 100,000	\$ 100,000	\$ -
Downtown Incentive Program: 201 E Innes St	74,364	74,364	74,364	-
Downtown Incentive Program: Not Yet Awarded	75,636	75,636	75,636	-
Bell Tower Green Park	700,000	700,000	700,000	350,000
West End Transformation	400,000	400,000	400,000	-
West End Vocational Training Program	30,000	20,000	20,000	-
Dixonville Cemetery - Complete Phase I & II	200,000	200,000	200,000	-
Downtown Holiday Decorations	22,500	20,000	20,000	-
Innes Street Incentive Grant	25,000	25,000	25,000	-
Historic Preservation Incentive Grant	30,000	20,000	20,000	-
RSSS - STEM	-	-	95,000	-
Total Special Projects	<u>\$ 1,657,500</u>	<u>\$ 1,635,000</u>	<u>\$ 1,730,000</u>	<u>\$ 350,000</u>
<b>DEVELOPMENT SERVICES</b>				
Integro Incentive Grant	\$ 19,000	\$ 19,000	\$ 19,000	\$ -
Economic Development	-	-	75,000	-
Total Special Projects	<u>\$ 19,000</u>	<u>\$ 19,000</u>	<u>\$ 94,000</u>	<u>\$ -</u>
<b>PUBLIC SERVICES STREETS MAINTENANCE</b>				
Pavement Condition Survey	\$ 60,000	\$ -	\$ -	\$ -
Ryan Street Bridge and Arlington Street Bridge	120,000	-	-	-
Innes Street Sidewalk	150,000	-	-	-
Total Special Projects	<u>\$ 330,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC SERVICES-WASTE COLLECTION</b>				
Truck Scales for Landfill	\$ 150,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 150,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC SERVICES-WASTE MANAGEMENT</b>				
Rollout replacements	\$ 80,363	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 80,363</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<u><b>\$ 5,628,248</b></u>	<u><b>\$ 4,629,471</b></u>	<u><b>\$ 4,799,471</b></u>	<u><b>\$ 2,389,054</b></u>
<b>TOTAL OFFSETTING REVENUE</b>	<u><b>\$ 2,389,054</b></u>	<u><b>\$ 2,389,054</b></u>	<u><b>\$ 2,389,054</b></u>	
<b>TOTAL CITY SHARE</b>	<u><b>\$ 3,239,194</b></u>	<u><b>\$ 2,240,417</b></u>	<u><b>\$ 2,410,417</b></u>	

<b>WATER &amp; SEWER FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>UTILITIES ADMINISTRATION</b>				
MUNIS Financial Software	\$ 410,000	\$ 410,000	\$ 410,000	\$ -
Incentive Fund for Public/Private Fire Lines	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 460,000</b>	<b>\$ 460,000</b>	<b>\$ 460,000</b>	<b>\$ -</b>
<b>TRANSIT FUND</b>				
<b>OPERATIONS</b>				
Rowan Express	\$ 10,700	\$ 10,700	10,700	\$ -
Ozone Action Days	10,000	-	-	-
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 20,700</b>	<b>\$ 10,700</b>	<b>\$ 10,700</b>	<b>\$ -</b>
<b>STORMWATER FUND</b>				
<b>ADMINISTRATION</b>				
Rehab Projects/emergency repairs	\$ 385,597	\$ 323,584	\$ 323,584	\$ -
Drainage Grant	25,000	25,000	25,000	-
NPDES Compliance	15,000	15,000	15,000	-
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<b>\$ 425,597</b>	<b>\$ 363,584</b>	<b>\$ 363,584</b>	<b>\$ -</b>

**EXHIBIT 2**  
**SPECIAL COMMUNITY ORGANIZATION GROUPS APPROPRIATIONS FOR FY2019-20**

	<b>FY2018-19 ADOPTED</b>	<b>REQUESTED BY ORGANIZATION</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>
Human Relations Council	\$ 5,150	\$ 5,150	\$ 5,150	\$ -
Facade Grants	22,000	25,000	22,000	-
Salisbury-Rowan EDC	114,088	114,088	114,088	-
Rowan Arts Council	56,250	56,250	56,250	-
Horizons Unlimited	40,000	40,000	40,000	-
<b>Subtotal</b>	<b>\$ 237,488</b>	<b>\$ 240,488</b>	<b>\$ 237,488</b>	<b>\$ -</b>
Rufty Holmes Senior Center	\$ 63,000	\$ 63,000	\$ 63,000	\$ -
NAACP Banquet	5,000	5,000	5,000	-
Salisbury Community Foundation NonProfit Funding	40,000	40,000	40,000	-
Art Mural Maintenance	10,000	10,000	10,000	-
<b>Subtotal</b>	<b>\$ 118,000</b>	<b>\$ 118,000</b>	<b>\$ 118,000</b>	<b>\$ -</b>
<b>TOTAL</b>	<b>\$ 355,488</b>	<b>\$ 358,488</b>	<b>\$ 355,488</b>	<b>\$ -</b>

### **Exhibit 3**

#### **City of Salisbury Holiday Schedule FY 2019 - 2020**

- Independence Day Thursday, July 4, 2019
- Labor Day Monday, September 2, 2019
- Veterans Day Monday, November 11, 2019
- Thanksgiving Thursday, November 28, 2019  
Friday, November 29, 2019
- Christmas Tuesday, December 24, 2019  
Wednesday, December 25, 2019  
Thursday, December 26, 2019
- New Year's Day Wednesday, January 1, 2020
- Martin Luther King, Jr. Day Monday, January 20, 2020
- President's Day Monday, February 17, 2020
- Good Friday Friday, April 10, 2020
- Memorial Day Monday, May 25, 2020



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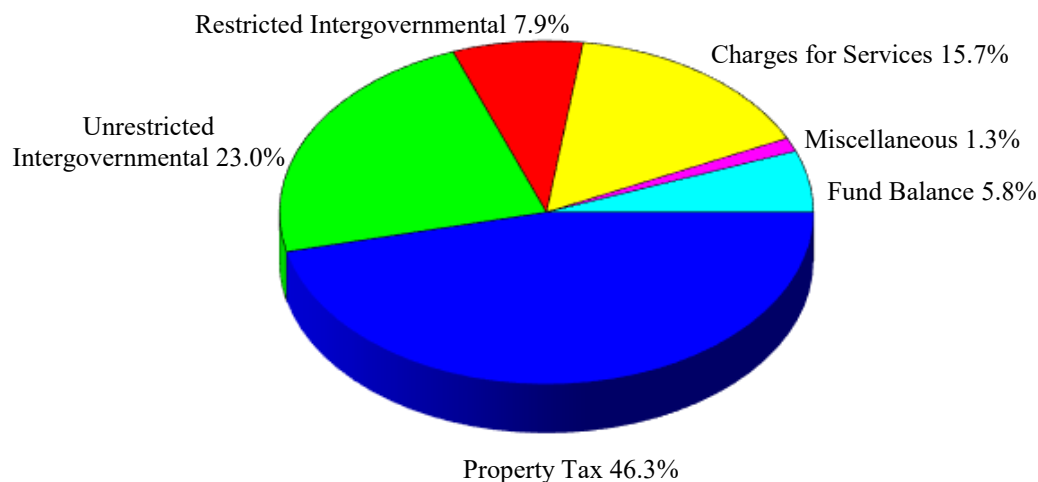
# Introductory Section

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# FY 2019-2020 GENERAL FUND

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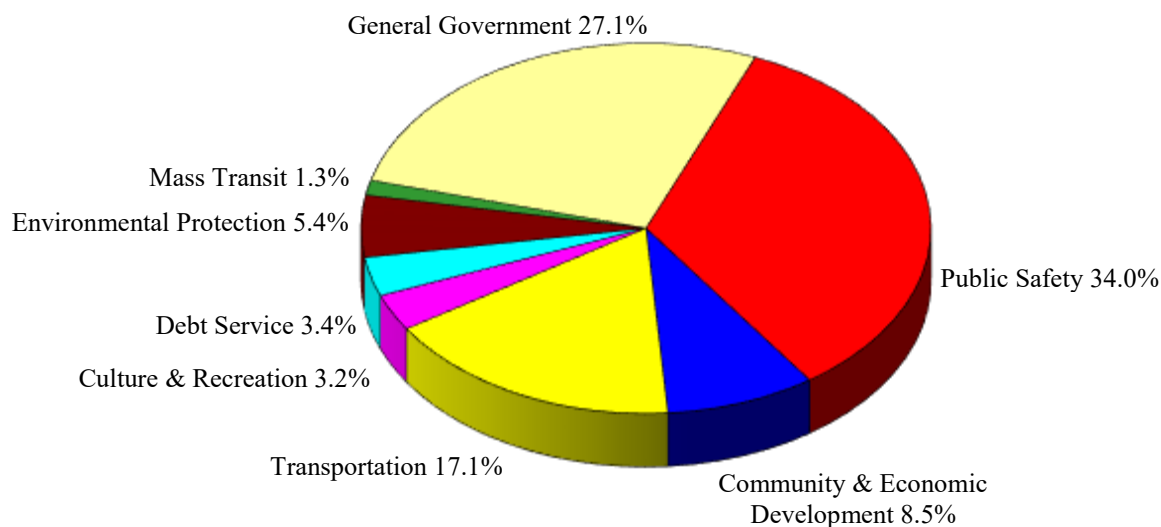
## Revenues - \$47,840,050



## *Where the Money Comes From*

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## Expenditures - \$47,840,050

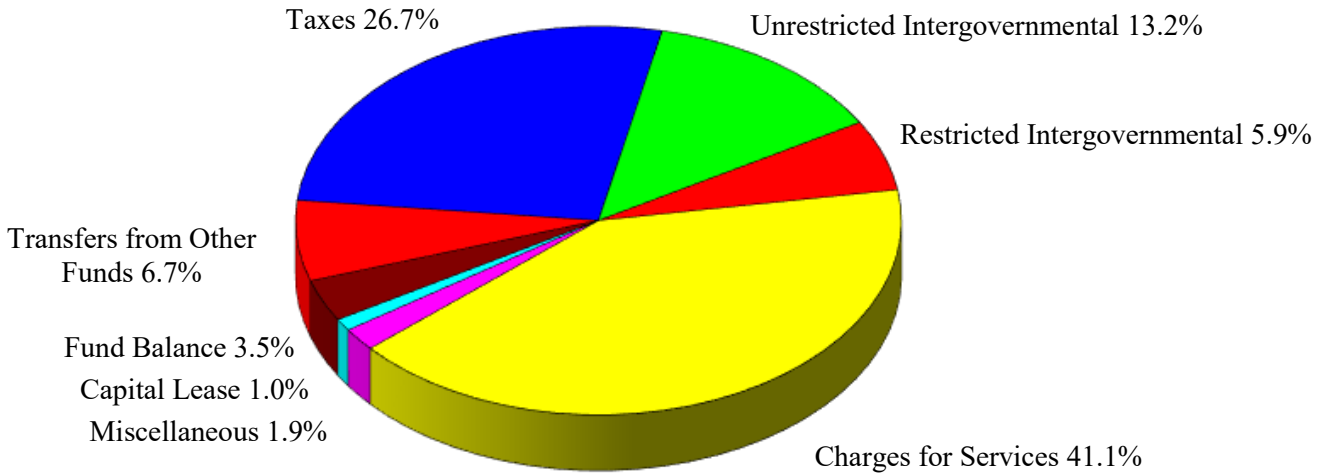


## *Where the Money Goes To*

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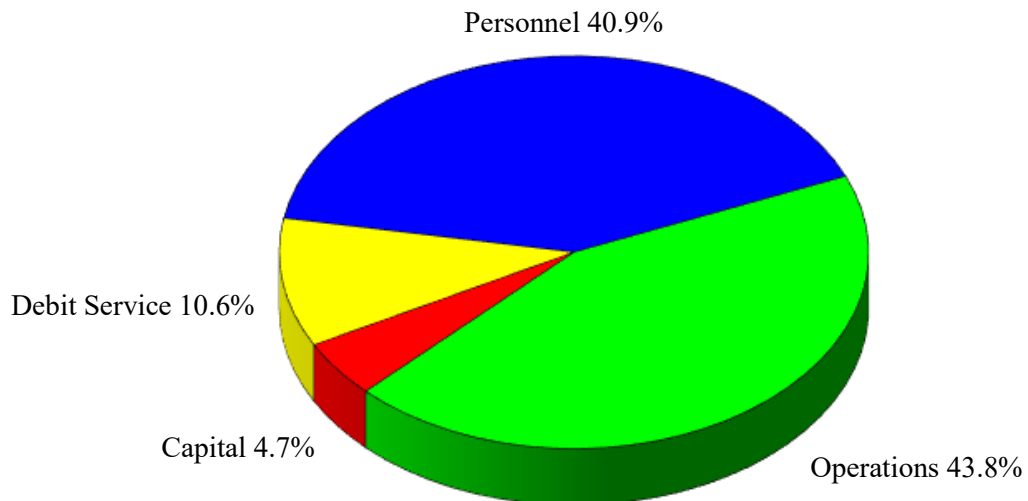
*Includes General Fund and General Fund Capital Reserve Fund Less Interfund Transfers*

## CITY REVENUES BY TYPE (All Funds)



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## CITY EXPENDITURES BY CATEGORY (All Funds)





## CITY OF SALISBURY, NORTH CAROLINA BUDGET SUMMARY For the Year Ending June 30, 2020

	General/Special Revenue Funds			Enterprise Funds						Total
	General Fund	General Fund Capital Reserve	Entitlement Fund	Water/Sewer	Water/Sewer Capital Reserve	Transit	Fibrant Communications	Stormwater	Stormwater Capital Reserve	
Estimated Fund Balance/Net Assets 6/30/18	\$13,500,000	\$ 2,650,000	\$ 7,400	\$ 106,000,000	\$ 2,005,000	\$ 465,000	\$ (7,000,000)	\$ 1,300,000	\$ 400,000	\$ 119,327,400
Budgeted Revenues & Other Financing Sources:										
Taxes	\$22,141,484	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,141,484
Unrestricted Intergovernment	10,979,000	-	-	-	-	-	-	-	-	10,979,000
Restricted Intergovernmental	3,790,301	-	442,795	-	-	630,547	-	-	-	4,863,643
Charges for services	7,498,920	-	-	24,666,864	-	132,750	-	1,842,000	-	34,140,534
Miscellaneous	576,793	45,000	30,000	250,000	32,000	8,500	610,000	41,400	3,000	1,596,693
Long-term Debt Issued	-	-	-	-	-	-	-	-	-	-
Capital leases	-	-	-	-	-	-	848,000	-	-	848,000
Capital contributions	-	-	-	-	-	-	-	-	-	-
Transfers From Other Funds	-	1,988,290	-	-	414,992	633,564	2,400,000	-	153,890	5,590,736
Total Available Resources	\$44,986,498	\$ 2,033,290	\$472,795	\$ 24,916,864	\$ 446,992	\$ 1,405,361	\$ 3,858,000	\$ 1,883,400	\$ 156,890	\$ 80,160,090
Expenditures:										
General Government	\$10,288,238	\$ 168,811	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,457,049
Public Safety	15,916,192	370,095	-	-	-	-	-	-	-	16,286,287
Transportation	7,581,487	596,472	-	-	-	-	-	-	-	8,177,959
Environmental Protection	1,938,075	658,799	-	-	-	-	-	1,729,510	84,680	4,411,064
Culture and Recreation	1,508,327	20,418	-	-	-	-	-	-	-	1,528,745
Community & Economic Development	4,058,825	13,550	433,296	-	-	-	-	-	-	4,505,671
Education	40,000	-	-	-	-	-	-	-	-	40,000
Contingency Expenses	38,000	-	-	-	-	-	-	-	-	38,000
Water & Sewer	-	-	-	21,011,800	185,885	-	-	-	-	21,197,685
Mass Transit	-	-	-	-	-	1,405,361	-	-	-	1,405,361
Fiber Optic	-	-	-	-	-	-	627,188	-	-	627,188
Debt Service:										
Principal	866,952	439,553	34,000	3,085,982	-	-	2,265,000	-	-	6,691,487
Interest	252,094	50,598	5,499	814,090	-	-	965,812	-	-	2,088,093
Transfers To Other Funds	5,021,854	-	-	414,992	-	-	-	153,890	-	5,590,736
Total Expenditures	\$47,510,044	\$ 2,318,296	\$472,795	\$ 25,326,864	\$ 185,885	\$ 1,405,361	\$ 3,858,000	\$ 1,883,400	\$ 84,680	\$ 83,045,325
Budgeted Increase (Decrease) in Fund Balance	\$ (2,523,546)	\$ (285,006)	\$ -	\$ (410,000)	\$ 261,107	\$ -	\$ -	\$ -	\$ 72,210	\$ (2,885,235)
Full Accrual Adjustments: <sup>1</sup>										
Budgeted Capital Outlay	-	-	-	300,000	185,885	179,200	-	-	84,680	749,765
Budgeted Debt Principal	-	-	-	3,085,982	-	-	2,265,000	-	-	5,350,982
Estimated Depreciation	-	-	-	(5,509,808)	-	(116,403)	(695,405)	(32,152)	-	(6,353,768)
Estimated Fund Balance/Net Assets 6/30/19	\$10,976,454	\$ 2,364,994	\$ 7,400	\$ 103,466,174	\$ 2,451,992	\$ 527,797	\$ (5,430,405)	\$ 1,267,848	\$ 556,890	\$ 116,189,144

<sup>1</sup> The City's budget is developed on the modified accrual basis. Budgets for the General Fund and special revenue funds are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). Budgets for the enterprise funds are adopted on a basis consistent with GAAP except that bond principal payments and additions to fixed assets are treated as expenditures, and depreciation expense is not budgeted.

## SUMMARY OF INTERFUND TRANSFERS For the Year Ending June 30, 2020

FUND	TO						
	General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	Stormwater Capital Reserve	Fibrant	TOTAL OUT	
General	\$ 1,988,290	\$ -	\$ 633,564	\$ -	\$ 2,400,000	\$ 5,021,854	
Water & Sewer	-	414,992	-	-	-	414,992	
Stormwater	-	-	-	153,890	-	153,890	
TOTAL IN	\$ 1,988,290	\$ 414,992	\$ 633,564	\$ 153,890	\$ 2,400,000	\$ 5,590,736	

## SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS

	<b>FY2017-18 ACTUAL</b>	<b>FY2018-19 ESTIMATE</b>	<b>FY2019-20 ADOPTED</b>
<b>REVENUES:</b>			
<b>GENERAL FUND/CAPITAL RESERVE FUND</b>			
Taxes	\$ 20,459,496	\$ 20,697,175	\$ 22,141,484
Unrestricted Intergovernmental	10,912,702	10,937,977	10,979,000
Restricted Intergovernmental	1,714,320	1,901,348	3,790,301
Charges for Services	7,609,934	7,626,131	7,498,920
Miscellaneous	632,417	1,913,548	621,793
Long-term Debt Issued	1,962,188	-	-
Refunding Bonds Issued	-	230,000	-
Fund Balance Appropriated	-	2,000,000	2,808,552
Transfers From Other Funds	<u>1,782,010</u>	<u>1,938,387</u>	<u>1,988,290</u>
Total Available Resources	\$ 45,073,067	\$ 47,244,565	\$ 49,828,340
<b>WATER &amp; SEWER FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 25,559,903	\$ 26,687,726	\$ 24,666,864
Miscellaneous	171,346	579,442	282,000
Appropriated Fund Balance	-	-	410,000
Transfers From Other Funds	<u>479,807</u>	<u>480,383</u>	<u>414,992</u>
Total Available Resources	\$ 26,211,056	\$ 27,747,551	\$ 25,773,856
<b>MASS TRANSIT FUND</b>			
Restricted Intergovernmental	\$ 568,628	\$ 762,332	\$ 630,547
Charges for Services	156,538	68,518	132,750
Miscellaneous	5,492	11,750	8,500
Fund Equity Appropriated	-	267,713	-
Transfers From Other Funds	<u>465,322</u>	<u>467,822</u>	<u>633,564</u>
Total Available Resources	\$ 1,195,980	\$ 1,578,135	\$ 1,405,361
<b>FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 4,420,311	\$ 779,482	\$ -
Lease	-	672,931	848,000
Miscellaneous	1,693,392	1,118,331	610,000
Transfers From Other Funds	3,478,968	3,000,000	2,400,000
Long-Term Debt Issued	<u>-</u>	<u>25,645,000</u>	<u>-</u>
Total Available Resources	\$ 9,592,671	\$ 31,215,744	\$ 3,858,000
<b>STORMWATER UTILITY FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 1,310,048	\$ 1,830,595	\$ 1,842,000
Other Operating/Miscellaneous	155,816	188,195	198,290
Transfers From Other Funds	<u>-</u>	<u>296,006</u>	<u>-</u>
Total Available Resources	\$ 1,465,864	\$ 2,314,796	\$ 2,040,290
<b>SPECIAL REVENUE FUNDS</b>			
Restricted Intergovernmental	\$ 289,936	\$ 359,982	\$ 442,795
Miscellaneous	<u>241,033</u>	<u>37,389</u>	<u>30,000</u>
Total Available Resources	\$ 530,969	\$ 397,371	\$ 472,795
<b>TOTAL BUDGETED REVENUES &amp; OTHER FINANCING SOURCES:</b>			
Taxes	\$ 20,459,496	\$ 20,697,175	\$ 22,141,484
Unrestricted Intergovernmental	10,912,702	10,937,977	10,979,000
Restricted Intergovernmental	2,572,884	3,023,662	4,863,643
Charges for Services	39,056,734	36,992,452	34,140,534
Lease	-	672,931	848,000
Miscellaneous	2,899,496	3,848,655	1,750,583
Long-term Debt Issued	1,962,188	25,645,000	-
Refunding Bonds Issued	-	230,000	-
Fund Balance Appropriated	-	2,267,713	3,218,552
Transfers From Other Funds	<u>2,727,139</u>	<u>3,182,598</u>	<u>5,436,846</u>
Total Available Resources	<u>\$ 84,069,607</u>	<u>\$ 110,498,162</u>	<u>\$ 83,378,642</u>

	<b>FY2017-18 ACTUAL</b>	<b>FY2018-19 ESTIMATE</b>	<b>FY2019-20 ADOPTED</b>
<b>EXPENDITURES:</b>			
<b>GENERAL FUND/CAPITAL RESERVE FUND</b>			
General Government	\$ 5,551,664	\$ 9,802,152	\$ 10,457,049
Public Safety	17,602,625	17,581,039	16,286,287
Transportation	4,989,137	7,422,159	8,177,959
Environmental Protection	1,785,265	2,527,349	2,596,874
Culture and Recreation	2,577,902	1,556,556	1,528,745
Community/Economic Dev	2,265,100	2,980,157	4,072,375
Education	40,000	40,000	40,000
Contingency Expenses	-	-	38,000
Debt Service	794,205	1,482,762	1,609,197
Transfers To Other Funds	<u>3,806,035</u>	<u>5,406,208</u>	<u>5,021,854</u>
Total Expenditures	\$ 39,411,933	\$ 48,798,383	\$ 49,828,340
<b>WATER &amp; SEWER FUND/CAPITAL RESERVE FUND</b>			
Water & Sewer	\$ 18,776,605	\$ 19,692,207	\$ 21,458,792
Debt Service	4,105,668	3,950,589	3,900,072
Transfers To Other Funds	<u>479,807</u>	<u>480,083</u>	<u>414,992</u>
Total Expenditures	\$ 23,362,080	\$ 24,122,879	\$ 25,773,856
<b>TRANSIT FUND</b>			
Mass Transit	\$ 1,261,959	\$ 1,647,965	\$ 1,405,361
Total Expenditures	\$ 1,261,959	\$ 1,647,965	\$ 1,405,361
<b>FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND</b>			
Fiber Optic Network	\$ 4,813,876	\$ 2,390,993	\$ 627,188
Debt Service/Debt Refunding	3,272,735	28,518,398	3,230,812
Transfer To Other Funds	<u>138,255</u>	<u>125,310</u>	<u>-</u>
Total Expenditures	\$ 8,224,866	\$ 31,034,701	\$ 3,858,000
<b>STORMWATER UTILITY FUND/CAPITAL RESERVE FUND</b>			
Environmental Protection	\$ 1,188,933	\$ 1,721,616	\$ 1,886,400
Transfers to Other Funds	<u>116,578</u>	<u>137,262</u>	<u>153,890</u>
Total Expenditures	\$ 1,305,511	\$ 1,858,878	\$ 2,040,290
<b>SPECIAL REVENUE FUNDS</b>			
Community/Economic Dev	\$ 459,384	\$ 445,925	\$ 433,296
Debt Service	<u>40,995</u>	<u>39,288</u>	<u>39,499</u>
Total Expenditures	\$ 500,379	\$ 485,213	\$ 472,795
<b>TOTAL BUDGETED EXPENDITURES</b>			
General Government	\$ 5,551,664	\$ 9,802,152	\$ 10,457,049
Public Safety	17,602,625	17,581,039	16,286,287
Transportation	4,989,137	7,422,159	8,177,959
Environmental Protection	2,974,198	4,248,965	4,483,274
Culture and Recreation	2,577,902	1,556,556	1,528,745
Community/Economic Dev	2,724,484	3,426,082	4,505,671
Education	40,000	40,000	40,000
Contingency Expenses	-	-	38,000
Water & Sewer	18,776,605	19,692,207	21,458,792
Mass Transit	1,261,959	1,647,965	1,405,361
Fiber Optic Network	4,813,876	2,390,993	627,188
Debt Service/Debt Refunding	8,213,603	33,991,037	8,779,580
Transfers To Other Funds	<u>4,540,675</u>	<u>6,148,863</u>	<u>5,590,736</u>
Total Expenditures	<u>\$ 74,066,728</u>	<u>\$ 107,948,019</u>	<u>\$ 83,378,642</u>

## SUMMARY OF CAPITAL EXPENDITURES

The City defines capital expenditures as facilities maintenance and the purchase of vehicles, equipment, and software which individually amounts to a value in excess of \$5,000 for budgetary purposes and an expected life of more than one year. The following table summarizes capital expenditures by fund:

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
Total General Fund	\$ 2,945,648	\$ 1,346,940	\$ 1,346,940
Total General Fund Capital Reserve Fund	3,397,556	1,815,174	1,815,174
Total Water & Sewer Fund	300,000	300,000	300,000
Total Water/Sewer Capital Reserve Fund	185,885	185,885	185,885
Total Mass Transit Fund	692,200	179,200	179,200
Total Stormwater Fund	-	-	-
Total Stormwater Capital Reserve Fund	84,680	84,680	84,680
Total All Funds	<u>\$ 7,605,969</u>	<u>\$ 3,911,879</u>	<u>\$ 3,911,879</u>

## REVENUE ASSUMPTIONS FOR FY2019-20

### General Fund Revenue

#### Taxes:

**Property Taxes** – Property tax values were revalued this year by Rowan County. The County estimates a growth of 7.5% in real property values for City of Salisbury. An uncollectable rate of 1.67% was used based on the FY18 CAFR.

**Prior Year Property Taxes** - Based on historical trends adjusted by the size of the 2018 property tax receivable balance projected as of June 30, 2019 adjusted for the economy.

**Interest on Delinquent Taxes** - Based on historical trends.

**Vehicle Tax** – Based on number of vehicles inside City Limits.

**Other Taxes** - Based on historical trends.

#### Intergovernmental (Restricted and Unrestricted):

**Federal** - Based on anticipated and existing grants. The two largest grants are CMAQ grants to fund sidewalks and bike lanes. The City was awarded SAFER Grant covering 3 full years for 9 fire positions.

**State** - Based on FY2019-20 state shared receipts plus anticipated state grants. The City receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage (see graph on page 1-9).

**Local Option Sales Tax** - Based on estimates provided by the North Carolina League of Municipalities and last year's sales data (see graph on page 1-9).

**Other** - Based on payment in lieu of taxes from the Housing Authority (see graph on page 1-10).

#### Charges for Services:

**Environmental Protection** - Based primarily on existing user charges for recycling, landfill tipping fees, and garbage collection.

**Culture and Recreation** - Based on projected activities, participation, and fee levels.

**Code Services Fees** – Based on historical trends.

**Public Safety** - Based on historical trends for the revenues derived from police and fire protection and charges for radios and pagers to public agencies within the area (see graph on page 1-10).

**Cemetery** - Based on historical trends.

**Radio Antenna and Paging Rentals** – Based on historical trends.

**Rentals and Sale of Property** - Based on historical trends (see graph on page 1-10).

**Licenses and Permits** – Based on historical trends for rental vehicle license and beer and wine license. (see graph on page 1-9).

**Administrative Revenue** - Based on estimated expenditures for services provided by General Fund departments that are reimbursed by the Enterprise Funds. These expenditures are the sum of the estimated percentage of time each General Fund department expends on behalf of the Enterprise Funds multiplied by the departmental budget. This transfer amount is calculated by an outside every two years.

**Community Services** – Based on historical trends with fees related to development and zoning.

**Other** - Based on historical trends.

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2019-20.

**Donations** - Based on historical trends and anticipated donations.

**Other** - Based on historical trends (see graph on page 1-10).

**General Fund Capital Reserve Fund Revenue**

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2019-20.

**Other** - Based on historical trends.

**Other Financing Sources:**

**Proceeds from Capital Leases** – No revenues anticipated in FY2019-20.

**Operating Transfer from General Fund** - Funding based on vehicle, radio, and computer replacement schedules that the General Fund will place in reserve for future vehicle, radio, and computer purchases.

**Water and Sewer Fund Revenue**

**Operating Revenues:**

**Charges for Services** - Based on estimates using historical volumes, trends, projections, and revised rates based on a comprehensive rate review completed in April 2019.

**Water and Sewer Taps** – Based on the projected taps to be completed in FY2019-20.

**Nonoperating Revenues:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2019-20.

**Miscellaneous Revenues** - Based on historical trends.

**Water and Sewer Capital Reserve Fund Revenue**

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2019-20.

**Other Financing Sources:**

**Operating Transfer from Water and Sewer Fund** - Funding based on vehicle and computer replacement schedules that the Water and Sewer Fund will place in reserve for future vehicle and computer purchases.

**Transit Fund Revenue**

**Operating Revenues:**

**Charges for Services** - Based on estimates using historical ridership, trends, and current fare structure.

**Nonoperating Revenues:**

**Intergovernmental** - Based on estimates provided by the State of North Carolina.

**Other Financing Sources:**

**Operating Transfer from General Fund** - The amount of subsidy that the General Fund will provide the Transit Fund during FY2019-20.

**Special Revenue Funds Revenue**

**Intergovernmental:**

**Federal** - Based on an estimate provided by the U.S. Department of Housing and Urban Development.

**Miscellaneous:**

**Other** - Based on anticipated program income.

**Fibrant Communications Fund Revenue**

**Miscellaneous:**

**Lease Revenue:** Based on revenue projections from HotWire Communications outlined in contract beginning September 21, 2018.

**Fibrant Communications Capital Reserve Fund Revenue**

This Fund was closed during FY19 due to the lease agreement with HotWire Communications beginning September 21, 2018.

## Stormwater Fund Revenue

### Operating Revenues:

**Charges for Services** - Based on estimates for customers and charges from the Stormwater Funding Plan.

## Stormwater Capital Reserve Fund Revenue

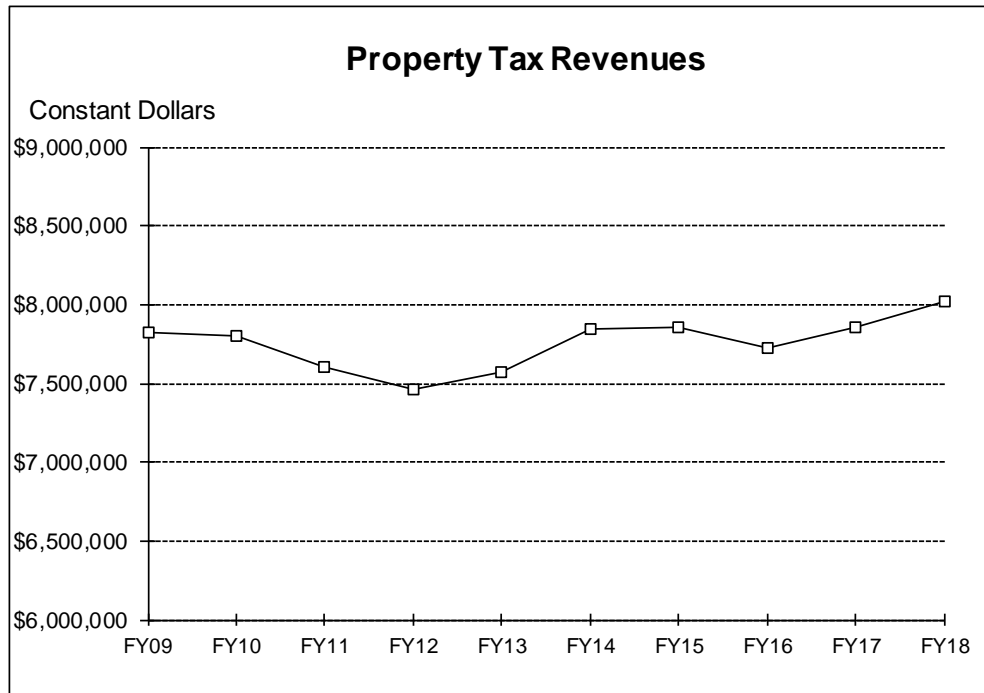
### Other Financing Sources:

**Operating Transfer from Stormwater Fund** - Funding based on vehicle and computer replacement schedules that the Stormwater Fund will place in reserve for future vehicle and computer purchases.

## TREND MONITORING

As noted previously, many revenues are budgeted based on historical trends. Trend monitoring is an essential element in the budgeting process for the City of Salisbury. Revenue information by line item is available for the current fiscal year, along with actual revenues for the past two fiscal years. The information is then evaluated based on past trends in conjunction with current estimates.

Trend factors are translated into indicators, which are then converted into graphs. As shown below, the graph has a warning sign that can necessitate appropriate action from the City. As shown in the graph, the City experienced growth in property tax revenues until FY11 when the results of the last recession begin to impact the growth of property values.

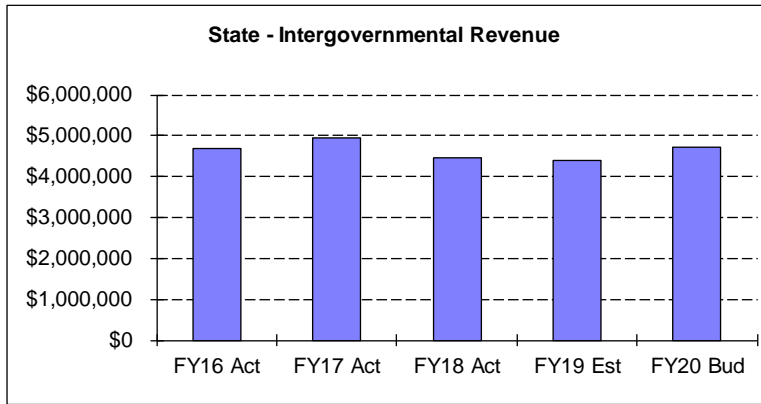


### WARNING TREND:

Decline in property tax revenues (constant dollars)

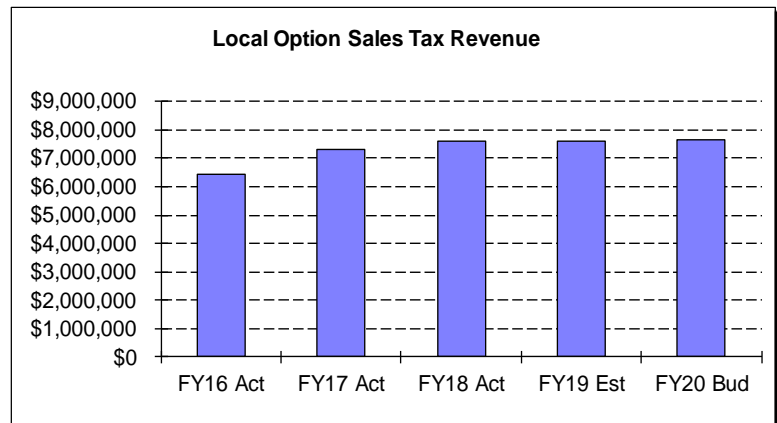
## OTHER REVENUE TRENDS

The following graphs are two of the other major revenue sources for the General Fund.

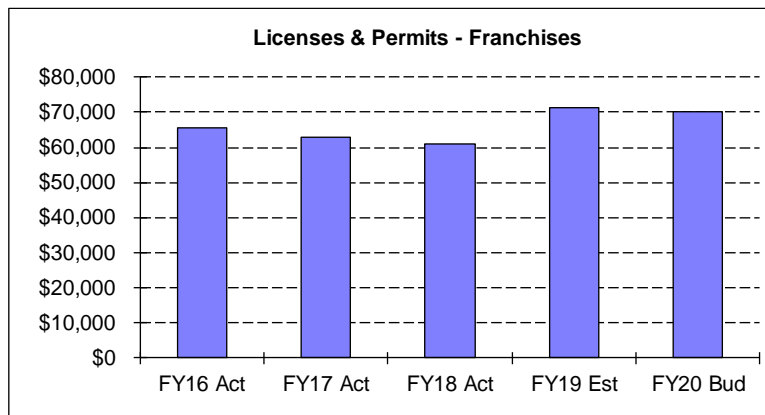


State intergovernmental revenue is comprised to state-shared receipts and grants.

Local option sales tax revenue is based on the 1% and ½% local option sales tax. Based on the current economic forecasts, revenues have been increasing at modest pace. Beginning in the last quarter of FY16, the City started seeing an increase due to the expansion of the tax base, which now includes the taxation of some services.

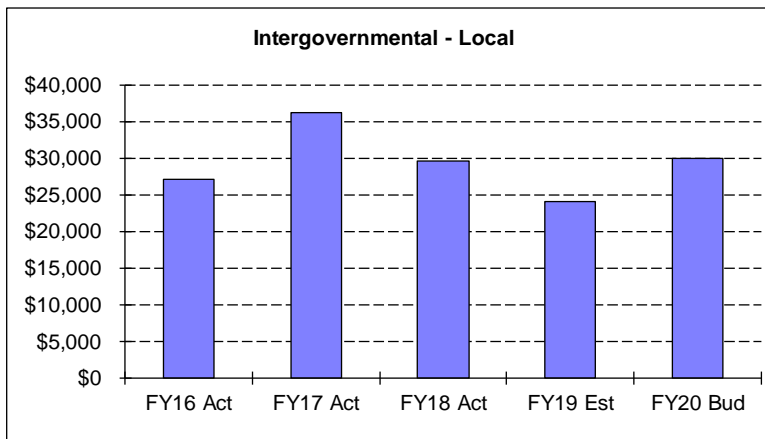


The following graphs depict major revenue sources that are based on historical trends. Each graph has a brief description of that particular revenue source along with an analysis of the trends.



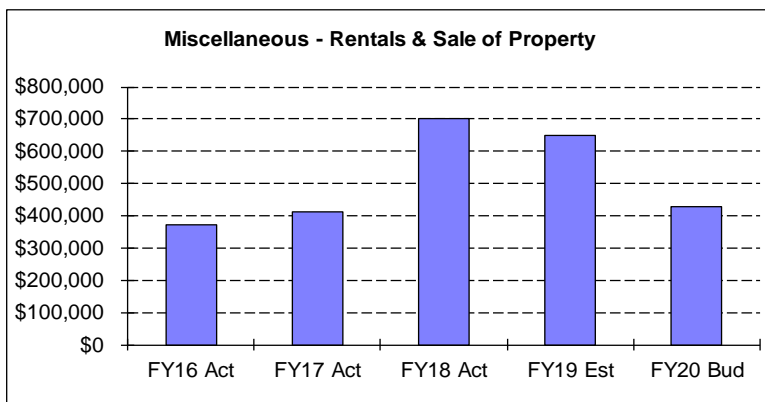
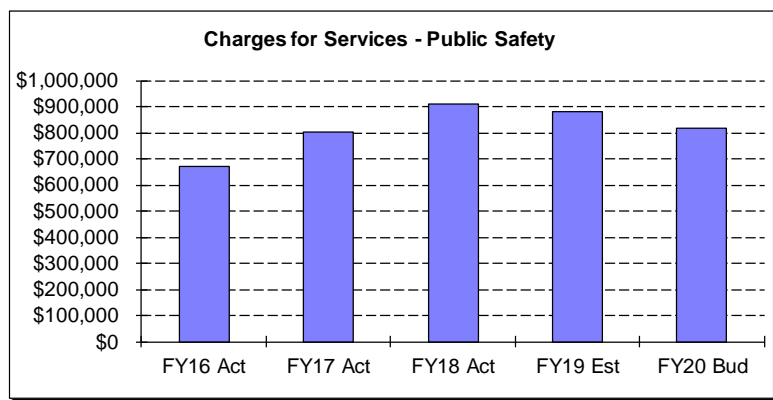
Permit revenues are based rental vehicle licenses and beer and wine licenses within the City. Rental Vehicle licenses were first realized in FY11 and have continued to be at the same consistent level each year thereafter.





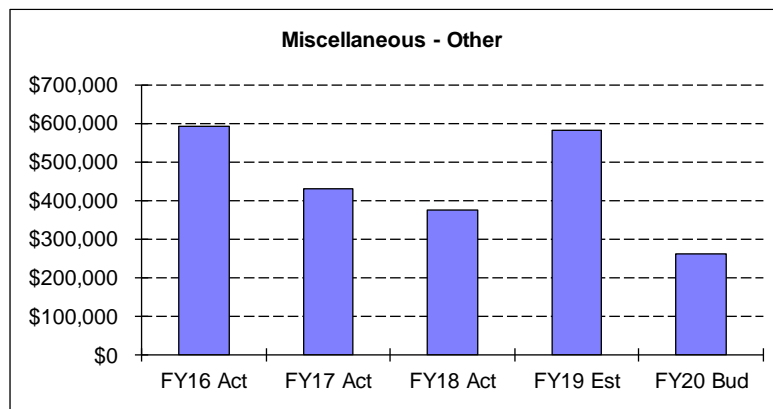
Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.

Revenues from public safety charges for services are derived from police and fire protection, and charges for radios and pagers to public agencies within the area.



Rental revenue, both residential and commercial, from the Plaza continues to increase. Other revenue sources for this category include sale of assets, sale of materials, and the rental of Hurley Park. FY18 shows an increase in the sale of assets due to a backlog of surplus property.

Other miscellaneous revenue is subject to significant fluctuation due to General Fund donations and miscellaneous revenue. FY19 includes an increase in donations, including one for Hurley Park for grounds improvements.





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# Financial Management and Budget Process

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## **FINANCIAL MANAGEMENT AND BUDGET PROCESS**

### **FINANCIAL MANAGEMENT PROGRAM**

The City's financial management program continues to provide the citizens of the City with an approach which has served to enhance the City's excellent financial position by:

1. Investing all available funds not needed on a daily basis in order to maximize interest earnings.
2. Allocating City resources only to program areas that meet community needs.
3. Monitoring these program areas to ensure they are carried out within authorized levels.

### **FINANCIAL MANAGEMENT SYSTEMS**

#### **FUND ACCOUNTING**

Governmental accounting systems should be organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts, recording cash and other financial resources together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or obtaining certain objectives in accordance with special regulations, restrictions, or limitations. Thus a governmental unit is a combination of several distinctly different fiscal and accounting entities, each having a separate set of accounts and functions.

The budgeted funds are as follows:

#### **Governmental Fund Types**

Governmental funds are those through which governmental functions typically are financed. The acquisition, use, and balances of the government's expendable financial resources and the related current liabilities, except those accounted for in the proprietary fund, are accounted for through governmental funds. The governmental fund measurement focus is based upon determination of financial position and changes in financial position (sources, usage, and balances of financial resources), rather than upon net income determination. The statement of revenues, expenditures, and changes in fund balance is the primary governmental fund operating statement.

**General Fund** – The General Fund is the general operating fund of the City. The General Fund accounts for all financial resources except those that are required to be accounted for in another fund. The primary revenue sources are ad valorem taxes, governmental grants, and various other taxes and fees. The primary expenditures are for public safety, street maintenance and construction, sanitation services, parks and recreation, and economic development. An equipment replacement subfund for the General Fund is maintained for accounting and budgeting purposes. For financial reporting purposes, this subfund has been consolidated into the General Fund.

**Special Revenue Fund** - Special revenue funds account for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City maintains one Special Revenue Fund, a Community Development Fund.

#### **Proprietary Fund Types**

Proprietary funds are used to account for a government's ongoing organizations and activities which are similar to those found in the private sector. All assets, liabilities, equity, revenues, expenses, and transfers relating to the government's business and quasi-business activities (where net income and capital maintenance are measured) are accounted for through proprietary funds. The generally accepted accounting principles used here are those applicable to similar businesses in the private sector, and the measurement focus is upon determination of net income, financial position, and cash flows.

**Enterprise Funds** - Enterprise funds are used to account for business-type activities in which fees are charged to the customers to help cover all or most of the cost of the services provided. The enterprise funds include the Water and Sewer Fund, Fibrant Communications Fund, Stormwater Utility Fund and Transit Fund. An equipment replacement subfund for Water and Sewer and for Stormwater Utility is maintained for accounting and budgeting purposes.

## **BASIS OF ACCOUNTING**

In accordance with North Carolina General Statutes, all funds of the City are maintained during the year using the modified accrual basis of accounting.

Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments, and compensated absences, which are recognized as expenditures to the extent they have matured. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources.

The City considers all revenues available if they are collected within 90 days after year-end, except for property taxes. Ad valorem taxes receivable are not accrued as revenue because the amount is not susceptible to accrual. At June 30, taxes receivable are materially past due and are not considered to be an available resource to finance the operations of the current year.

Until FY2014, Rowan County was responsible for billing and collecting the property taxes on registered vehicles on behalf of all municipalities and special tax districts in the county, including the City of Salisbury. In FY2014, North Carolina implemented the Tag and Tax Together program – a more streamlined method for vehicle owners to pay their registration and vehicle taxes. Annual registration fees and vehicle property taxes will be paid to the Division of Motor Vehicles (DMV). In turn, the DMV will distribute the taxes to the appropriate counties.

Sales taxes and certain intergovernmental revenues, such as the utilities franchise tax, collected and held by the State at year-end on behalf of the City, are recognized as revenue. Intergovernmental revenues and sales and services are not susceptible to accrual because generally they are not measurable until received in cash. Grant revenues, which are unearned at year-end, are recorded as deferred revenues. Under terms of grant agreements, the City funds certain programs with combination of specific cost-reimbursement grants, categorical grants, and general revenues. Thus, when program expenses are incurred, there are both restricted and unrestricted net assets available to finance the program. It is the City's policy to first apply general revenues, followed by categorical block grants, and then cost-reimbursement grants.

The Proprietary Funds are accounted for using the economic resources measurement focus. The generally accepted accounting principles used in these funds are similar to those applicable to private sector businesses where the focus is upon determination of net income, financial position, and cash flows.

The basis of accounting determines when the revenues and expenditures or expenses and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

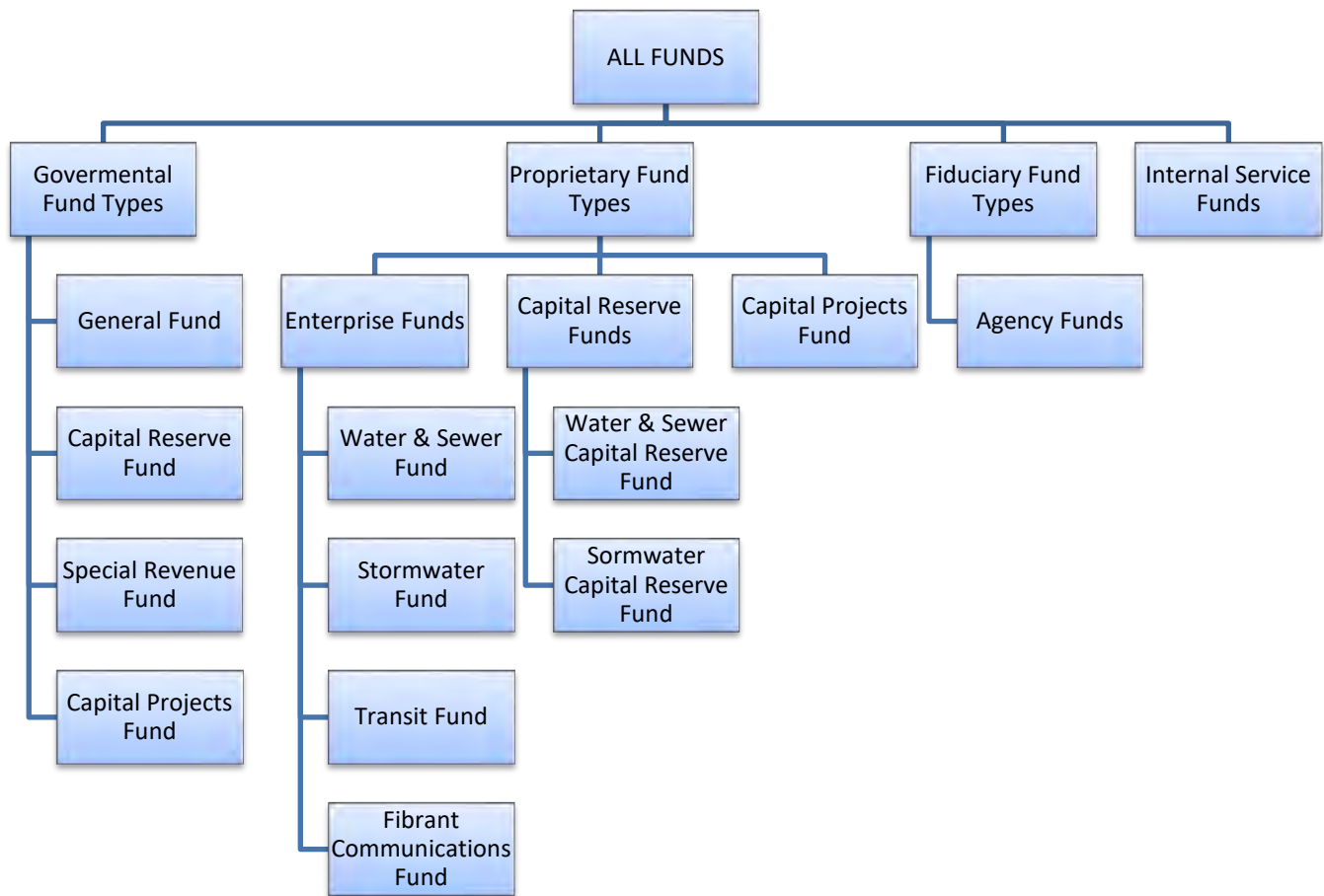
The Enterprise Funds reimburse the General Fund for expenditures made on its behalf in the central services departments (i.e., Human Resources, Management Services, Fleet, and Risk Management). The General Fund pays the Water and Sewer Fund for its normal billable charges. These types of transactions are considered to be quasi-external transactions and are recorded as revenues and expenses in the appropriate funds.

## **BASIS OF BUDGETING**

The City's budgets are adopted as required by the North Carolina General Statutes. An annual budget ordinance is adopted for the General, Special Revenue, and Enterprise funds. All annual appropriations lapse at fiscal yearend. Project ordinances are adopted for the Capital Project Fund and Enterprise Fund Capital Projects Fund, which are consolidated with the operating funds for reporting purposes. These appropriations continue until the project is completed. All budgets are prepared using the modified accrual basis of accounting. Expenditures may not legally exceed appropriations at the functional level for all annually budgeted funds and at the object level for the multi-year funds. Budget Ordinances are required for any revisions that alter total expenditures of any fund. All ordinances must be approved by the City Council. The annual budget ordinance must be adopted by July 1 of the fiscal year or the City Council must adopt an interim budget that covers that time until the annual ordinance can be adopted.

The City's budget is developed on the modified accrual basis as explained previously. Budgets for the General Fund and Special Revenue Fund are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). Budgets for the Enterprise funds are adopted on a basis consistent with GAAP except that bond

proceeds and contributed capital are treated as other financing sources, bond principal payments and additions to fixed assets are treated as expenditures, depreciation expense is not budgeted, and no accruals are made for interest expense and vacation pay.



## **INVESTMENT POLICY**

The City's investment policy is to minimize credit and market risks while maintaining a competitive yield on its portfolio. Accordingly, deposits were either insured by federal depository insurance or collateralized. Salisbury City Council has approved this policy.

### **Policies**

- Always consider the risk factor of an investment
- Maintain liquidity in the investment portfolio at all times
- Consider yield only after risk and liquidity are assured
- Only purchase investments that can be perfected
- No purchase of derivatives
- Use only brokerages with offices in Salisbury
- Maintain a mix of investments with no over-reliance on a single type of investment
- Avoid long term investments
- Always purchase investments with the intent to hold to maturity
- Investments are made with available cash that is in excess of amounts needed to meet current disbursement needs
- Investments are competitively bid
- All investments require the approval of two authorized employees to complete the transaction

### **Investments Used By City**

- US fully guaranteed investments
- NC State Banks' and Savings and Loan Associations' CDs, NOWS, SuperNow, Shares, and Deposits in Savings
- Obligations of the Federal Farm Credit Bank, the Federal Home Loan Banks, the Federal Home Loan Mortgage Corporation, and the Government National Mortgage Association
- Prime quality commercial paper and bankers' acceptance
- North Carolina Capital Management Trust

### **Custodial Risk Assumed By City**

- GAAP requires that governments classify their investment's custodial risks into categories with least risk being Category 1 and highest risk being Category 3.
- Category 1 includes investments that are insured or registered, or for which the securities are held by the City or its agent in the City's name.
- All City investments are purchased and held as Category 1 investments.

## **FISCAL POLICIES**

### **Revenue Policy**

1. The cumulative increase of revenue from the levy of property tax will not exceed five (5) percent from the preceding year. The increase excludes: taxable value gained through annexation; the taxable value gained through new construction; tax increases mandated by the voters, courts, State, or federal governments.
2. The City will project revenues for five (5) years and will update the projections annually prior to the beginning of the preparation of the annual budget.
3. The City will utilize user charges in lieu of ad valorem taxes for services that can be individually identified and where the costs are directly related to the level of service:
  - a) Recreational programs will be funded from user charges for all programs in which it is practical to charge. User charges should represent at least 15% of the total recreational budget.
  - b) Cemetery activities should be partially funded from user charges. User charges should represent at least 50% of the total Cemetery budget.
  - c) Waste Management Division's cost to use the County's landfill will be recovered completely from users.
  - d) User charges will pay for the cost of operating a recycling program.
  - e) The user charge fees for water and sewer will be sufficient to finance all operating, capital, and debt service costs for the Water and Sewer Fund.
4. All City charges and fees will be reviewed and updated annually.

### **Operating Budget Policy**

1. Current operating revenues will be sufficient to support current operating expenditures.
2. Debt or bond financing will not be used to finance current expenditures.
3. For programs with multiple revenue sources, the City will adhere to the revenue spending policy. The Finance Officer will use resources in the following hierarchy: bond proceeds, federal funds, state funds, local non-city funds, city funds.
4. Annually recurring revenues will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay).
5. The City will develop a program to replace all information systems hardware at least once every four years.
6. The City will establish a Capital Replacement Fund for the replacement of vehicles, information systems hardware, and radio equipment. The Fund will purchase the equipment and lease it back to the appropriate department over its useful life. These lease payments will create a sinking fund to be utilized to purchase new equipment to replace the existing one.
7. The City will establish a Risk Management Program to provide for protection against loss and a reduction in exposure to liability. The City will establish a safety program to minimize the City's exposure to liability and thereby reduce the number of claims against the City.
8. The City will avoid budgetary practices that balance current expenditures at the expense of meeting future year's expenses.
9. The City will only use one-time revenues for the funding of capital improvements or other non-recurring expenditures.

### **Capital Improvement Policy**

1. The City will prepare and adopt a ten-year Capital Improvement Program which will detail each capital project, estimated cost, description, and funding source.
2. Operating expenditures will be programmed to include the cost of implementing the Capital Improvement Program and providing all manpower, operating costs, and capital outlay required.
3. The City will prepare and update annually a resurfacing and replacement policy for street and sidewalk improvements.

### **Accounting Policy**

1. The City will establish and maintain the accounting systems according to the generally accepted principles and standards of the Government Accounting Standards Board (GASB) and the National Committee on Governmental Accounting.
2. An annual audit will be performed by an independent public accounting firm which will issue an official opinion on the annual financial statements, with a management letter detailing areas that need improvement (if required).
3. Full disclosure will be provided in the financial statements and bond representation.
4. Financial systems will be maintained to monitor expenditures and revenue on a monthly basis with a thorough analysis and adjustment (if required).
5. Interfund loans are authorized according to the resolution adopted by City Council on November 17, 2009.
6. All revenue collections will be consolidated under the City's Financial and Business Services Department.
7. The City will continue to obtain the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from the GFOA.

### **Debt Policy**

1. Capital projects, financed through the issuance of bonds, shall be financed for a period not to exceed the expected useful life of the project.
2. The general obligation debt of the City will not exceed eight (8) percent of the assessed valuation of the taxable property of the City.
3. Interest, operating and/or maintenance expenses will be capitalized only for facilities or enterprise activities and will be strictly limited to those expenses incurred prior to actual operating of the facilities.
4. Interfund loans will be made as needed according to the Resolution approved by the City Council. The interest rate for those loans requiring the repayment with interest was revised as of June 30, 2011, to 1% which is reflective of what the City can currently earn on investments.

### **Reserve Policy**

1. The City maintain the unreserved fund balance of at least 25% of the General Fund Operating Budget. These funds will be used to avoid cash flow interruptions, generate interest income, reduce need for short-term borrowing and assist in maintaining an investment grade bond rating.
2. The City will maintain a two-to-one ratio of total current assets over total current liabilities in the Water and Sewer Utility Fund.

## **BUDGETS AND BUDGETARY ACCOUNTING**

Budgetary control is an essential element of governmental accounting and reporting. The City Council is required by state law to adopt an annual balanced budget for all funds except for the fiduciary funds and to utilize "encumbrance accounting" as defined in the statutes. Budgetary control is maintained at the departmental level by the encumbrance of estimated purchase amounts prior to the release of purchase orders to vendors. Purchase orders which result in an overrun of departmental balances are not released until additional appropriations are made available. Open encumbrances lapse at year end and are reinstated against the subsequent year's appropriation. They are shown as a reservation of fund balance in the Comprehensive Annual Financial Report. Appropriations are made at the departmental level and amended as necessary. A portion of fund balance may be appropriated to balance a fund's budget. All annual appropriations lapse at year end.

The City follows these procedures in establishing the budgetary data:

1. Prior to June 1, the City Manager submits to the City Council a proposed operating and capital budget for the fiscal year commencing the following July 1. The budget includes proposed expenditures and the means of financing them.
2. A public hearing is conducted to obtain taxpayer comments.
3. Prior to June 30, the budget is legally enacted through passage of an ordinance.
4. The City Manager is authorized to transfer budgeted amounts between departments; however, any revisions that alter the total expenditures of any fund must be approved by the City Council.
5. Formal budgetary integration is employed as a management control device during the year for the General Fund, special revenue funds, and enterprise funds. Budgetary performance can be quantitatively measured and accounted for throughout the year.

## **GOAL SETTING AND BUDGETARY PROCESS**

The City Council and Management Team meet at an annual Budget Retreat held for the purpose of establishing goals and priorities for the City's Budget.

In preparation for this Retreat, the City's Finance Staff contracted with a consultant to prepare a comprehensive 10-Year Capital Improvement Plan (CIP) for both the General Fund and the Water and Sewer Fund. The CIP helps guide funding priorities in the upcoming city budget.

Additionally, the City's Management Team meets with the City's Boards and Commissions for goal setting sessions and with their own department to clarify and establish goals. Goals from the Boards and Commissions are presented to City Council to request city funding.

Each department manager begins considering the personnel needed, operational costs, and capital outlay associated with performing the goals as set forth by City Council. Budget staff prepare and have available on the City's server budgetary request forms in accordance with the Budget Calendar.

Upon return of the completed forms and departmental input of budget requests, the City Manager and Budget Team meet with each member of the City's Management Team to review his respective budget requests and justifications. The City Manager and Budget Team then evaluate each department's request for personnel, operational items, and capital outlay. The evaluation process is detailed and time-consuming. For each department, every line item justification is reviewed in light of the departmental goals and needs. Any additional personnel must be justified by the department and then assessed by Human Resources and Financial Services for need and appropriate staffing. Operational items are usually held to an increase no greater than that of the inflation rate.



A large impact on budgetary dollars is the amount spent on capital outlay. All departments submit a ten-year capital improvement program with each item justified and ranked as to priority. Every capital outlay item is reviewed regarding need and whether the capital acquisition assists in accomplishing the stated goals. The budget document is then assembled using a file downloaded from the financial system and combined with personal computer spreadsheets and word processing files.

The Budget Message is prepared by the City Manager with highlights of the major budgetary discussions with supporting analyses for his recommendations.

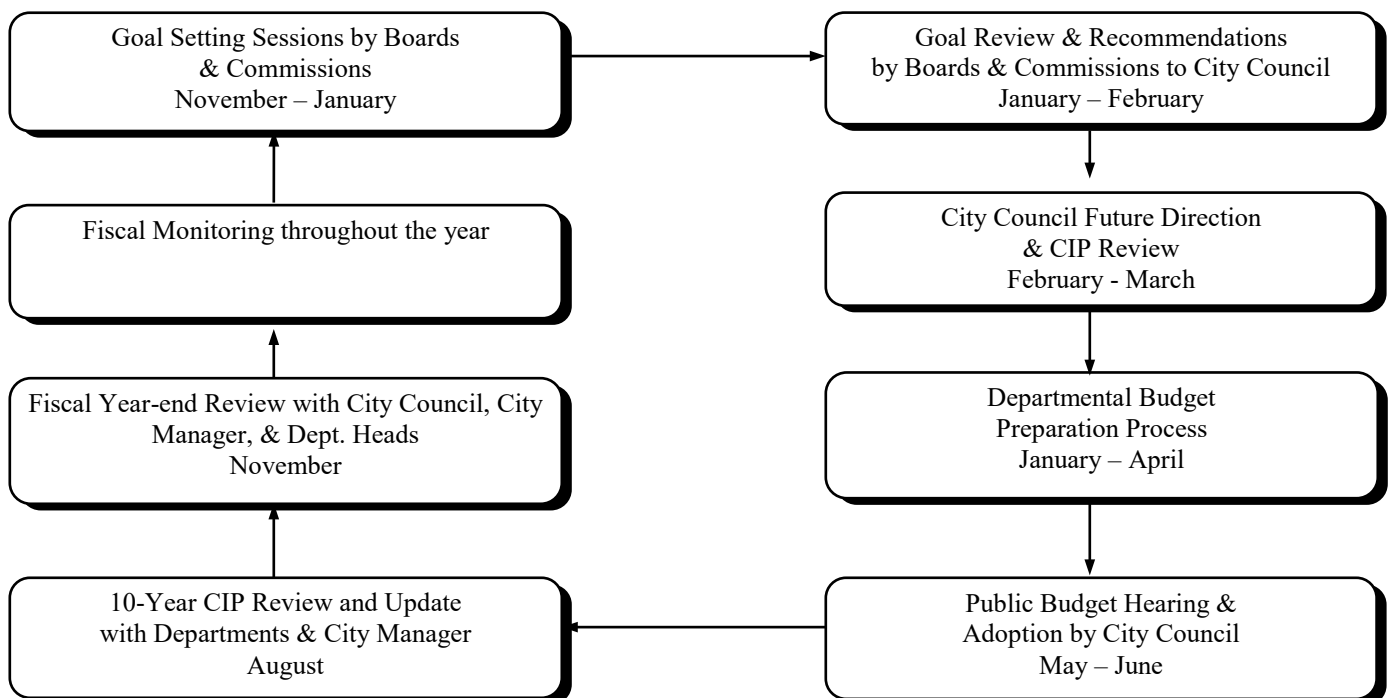
The availability of the budget document, before and after adoption, is made known through published newspaper notices and announcements at regularly scheduled Council meetings. Additionally, the recommended and adopted budget document is accessible for downloading through the City's web site at [www.salisburync.gov](http://www.salisburync.gov).

The City Manager submits the budget to City Council and, after proper public notice, the City Council conducts a public hearing and budget work sessions. The City Council then adopts the budget through the passage of an ordinance by June 30.

During the fiscal year, the City Manager holds quarterly meetings with the City's Management Team to discuss budget-to-actual variances, along with any unbudgeted expenses that have been identified after the budget adoption.

At this point, the cycle begins again for the budgetary process. The various Boards and Commissions meet for their goal setting sessions while the City is gathering input from its citizens via surveys and group meetings. The cycle is shown below.

#### GOAL SETTING/BUDGET CYCLE





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**CITY OF SALISBURY**  
**FY2019-2020 BUDGET CALENDAR**

	Prepare personnel request forms; present staffing patterns and personnel request information	
January 2019	Prepare schedules for fixed operational costs	Financial Services
	Prepare FY2019-20 – 2028-29 Capital Improvement Program request forms	
January 2019	Vehicle Review Committee meeting for evaluation of vehicles	Fleet Manager and Purchasing Coordinator
1/29/2019	Start of budget data entry	
	Complete all budget request forms no later than February 25, 2019	Management Team and Division Managers
2/11/19 - 2/12/19	Annual Retreat	Mayor, City Council, City Manager and Staff
2/19/19	First reading of 2019-2020 CDBG & HOME; hold Public Hearing on the use of 2019-20 CDBG & HOME Funds	Community Planning Services Staff
2/25/2019	Review of Specific Budget Proposals	Budget Team, Department Heads and Division Managers
2/1/19 - 2/28/19	Prepare FY2018-2019 year-end revenue estimates and FY2019-20 revenue estimates on all funds	Financial Services, Utilities Director, & Transit Director
4/11/19 - 4/16/19	Departmental budget cuts to balance budget; two or three-day turnaround	City Manager, Department Heads, Division Managers
5/14/19 & 5/30/19	Hold Information Session at West End Business & Community Center for 2019-20 CDBG & HOME Funds	Community Planning Services Staff
5/21/19	City Manager to present recommended Budget to City Council	City Manager
5/26/19	Place ad in THE SALISBURY POST to advertise one time for public hearing	City Clerk
6/7/19	Public notice of Budget Work Session	City Clerk
6/4/19	Hold a public hearing on the FY2019-20 Budget	City Council
6/11/19	Budget Work Session	Mayor, City Council, City Manager and Staff
Before July 1, 2019	City Council to adopt Budget	City Council

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**CITY OF SALISBURY**  
**FY2019-2020 BUDGET CALENDAR**

July 2019	Report tax rate to Rowan County Tax Supervisor	City Clerk
Summer 2019	Brief Boards and Commissions Chairmen on Adopted Budget	Chairmen of City Boards and Commissions and appropriate City Staff





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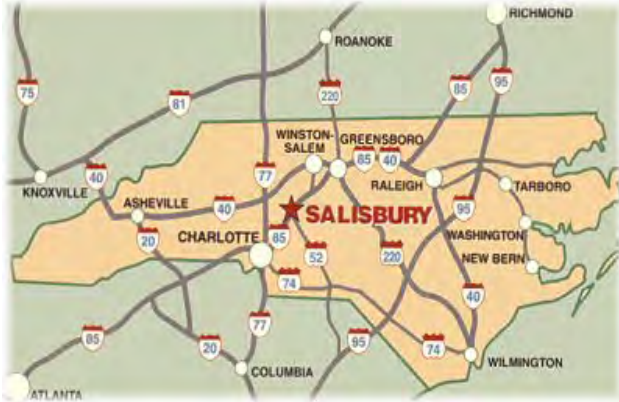
# City Overview

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## FACTS AND INFORMATION ABOUT THE CITY OF SALISBURY, NORTH CAROLINA

### LOCATION

Salisbury, the county seat of Rowan County, is located in the heart of the beautiful Piedmont area, the industrial heart of the State. Salisbury is located midway between Charlotte and Winston-Salem, 296 miles from Atlanta, Georgia and 368 miles from Washington, D.C.



### CLIMATE

The climate of the Salisbury area is moderate, a definite advantage to those who live and work here. The massive mountains of Western North Carolina form a natural barrier against the cold east-west winds. While definitely southern in climate, Salisbury is far enough north and has sufficient altitude to escape the humid summers of many other southern regions. Extremes in climate are very rare and short-lived. In winter, the high temperature is about 53 degrees, with a low around 30 degrees. The total snowfall is normally about 3 inches each year. In the summer, the high averages about 88 degrees, with a low of 67 degrees.

### POPULATION

The population of the City of Salisbury has increased steadily during the past decade. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 34,463 based upon estimates from the North Carolina Office of State Planning.

### HISTORY

Scotch-Irish, who originally settled in Lancaster County, Pennsylvania, moved down the "Great Wagon Road" 435 miles to Trading Ford on the Yadkin River to become the first settlers in Rowan County.

The County of Rowan was established in 1753. At this time, Rowan included all territory north to Virginia and east to what we know now as Guilford County and west to the mountains. Eventually, 26 counties were formed from Rowan. Rowan County was named for Matthew Rowan, acting governor for the colony in 1753.

The deed for Salisbury is dated February 11, 1755. The court center, called prior to this time Rowan Court House, was a bustling little village of seven or eight log cabins, a courthouse, jail and pillory, according to Governor Arthur Dobbs who visited here in late 1755.

The Court House dates to 1753 and contains deeds, marriages, and miscellaneous records of value. Papers formerly in the Clerk's Office, such as the early court minutes, are stored at the State Department of Archives in Raleigh. Familiar names in American history adorn these records.

Andrew Jackson, Archibald Henderson, William R. Davie, Daniel Boone, Lord Cornwallis, Richard Caswell and many other prominent local families such as the Barkleys, Hoovers, and Polks, all ancestors of presidents or vice-presidents, appear time and again in the deeds and court minutes of the county.

*Henderson Law Office*



Two years before the national Declaration of Independence and one year before the Mecklenburg Declaration of Independence, a group of patriotic citizens of Rowan County, serving as a Committee of Safety, adopted the Rowan Resolves on August 8, 1774, containing the pioneer element toward liberty and independence from Britain. These resolves

reached the highest note of any passed in the colony in calling for the abolishment of the African slave trade and urging the colonies to "unite in an indissoluble union and association". These resolves are located in the state archives and are the only ones of the many passed in this period that are preserved.

So many legends and lifestyles have been passed down over the passage of time. Daniel Boone began his exploration of the Blue Ridge Mountains from here in Salisbury. Near the present-day library is the small office where Andrew Jackson studied law and was admitted to the bar before he moved westward.

For all the struggles and hardships our ancestors endured, they have provided Salisbury with character and a rich heritage.

### **GOVERNMENT**

The City of Salisbury's government is organized according to the Council-Manager form of government. The City Council, which formulates policy for the administration of the City, together with the Mayor, constitutes the governing body of the City. The five members are elected to serve two-year terms of office. The Mayor is elected from the five Council members. The Mayor presides at City Council meetings. Also, a Mayor Pro Tem is elected by City Council members from the five to serve as Mayor during their absence or disability.

The City Council appoints the City Manager to serve as the City's Chief Executive Officer. The City Manager is responsible for implementing the policies of the City Council, directing business and administrative procedures, and appointing departmental officers. At the present time, the City Manager is assisted by the Assistant City Manager and 13 departments: Administration, Business and Financial Services, Human Resources, Communications, Downtown Development, Fire, Police, Community Planning Services, Engineering, Public Services, Transit, Parks and Recreation, and Salisbury-Rowan Utilities. The City provides a full range of municipal services allowable under state law including law enforcement, fire protection, zoning and code enforcement, cemeteries, recreation centers and parks, street maintenance, sanitation, and water and sewer systems. The City provides broadband through a public-private partnership.

The City of Salisbury is a separate legal entity from Rowan County as permitted by the State of North Carolina. The City is independent of county government but does provide some overlapping services such as police protection and recreational facilities. The County, not the City, is held

responsible by state statutes to provide health and social services and court services.

### **UTILITIES**

Salisbury operates its own water and sewer system. The Yadkin River, which forms the northeast boundary of Rowan County, provides Salisbury with an abundant supply of good water. The average daily flow is nearly 2 billion gallons per day. The Salisbury water system, using the Actiflo high-rate clarification process, has a permitted treatment capacity of up to 24 million gallons per day. Average daily production during FY 2018 was 9.4 million gallons per day. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the service area.

The Salisbury water system supplies the following towns in Rowan County: Salisbury, Spencer, East Spencer, Granite Quarry, Rockwell, and China Grove. Service has been extended along major growth corridors and to a number of industrial sites well beyond the city limits. The water supply meets or exceeds all federal and state quality requirements.

Salisbury's two wastewater treatment facilities serve as the area's regional wastewater utility, which includes the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry, Faith and Rockwell. Total daily treatment capacity is 12.5 million gallons. Average daily treatment in FY 2018 was 8.2 million gallons per day.

The City began offering video, internet and voice services in 2010 through the city's broadband fund. In May 2018, with a voter referendum, these services are now offered through a public-private partnership with Hotwire Communications.

Other utilities are provided by Duke Energy, Piedmont Natural Gas, AT&T, Windstream, and Spectrum.

### **TRANSPORTATION**

Salisbury, nearly the geographic center of North Carolina, is located on Interstate Highway 85, 42 miles from Charlotte, 52 miles from Greensboro, and 39 miles from Winston-Salem. It is the crossroads of I-85, U.S. 29, 52, 70, 601 and N.C. 150. Over 7 million people live within 100 miles of Salisbury, 3.25 million within 50 miles. The seaports of Wilmington, Morehead City, Charleston, and Norfolk are less than a one-day truck haul away.

Mid-Carolina Regional Airport, three miles from downtown Salisbury, has a 5,800 ft. x 100 ft. paved



and lighted runway. Hangar space and private plane servicing are available.

Two major commercial airports are within a one-hour drive of Salisbury – Charlotte-Douglas International (CLT) in Charlotte and Piedmont Triad International (PTI) in Greensboro. Additionally, these airports provide regular air passenger services to all parts of the United States via various airlines. There are also non-stop, international flight options available to Frankfurt, London, Rome, and San Juan, among other global destinations.

Greyhound provides bus service to Salisbury with daily arrivals and departures. Local bus service is provided by the City's Transit System.

*The Depot*



Amtrak provides rail transportation with service on the Piedmont and the Carolinian from New York City to Charlotte, North Carolina. Arrivals and departures are from the Historic Salisbury Station formally known as The Depot, a renovated station of the Salisbury Railroad Station Depot, originally built in 1908.

### **LODGING**

An ideal area for meetings and conventions, Salisbury has 11 hotels, with nearly 1,100 rooms, and 2 bed and breakfast establishments in our historic district.

### **EDUCATION**

Salisbury is home to four colleges. Catawba College was founded in Newton, North Carolina in 1851, and moved to Salisbury in 1925. Catawba has 30 buildings comprising a physical plant unsurpassed in the East for a college of this size and style. It has a total enrollment of 1,325 Liberal Arts students and is affiliated with the United Church of Christ. U.S. News and World Report ranked Catawba 4th among Best Regional Colleges in the South for 2018. Livingstone College was founded in 1879 and has 1,150 Liberal Arts students. It is supported by the

African Methodist Episcopal Zion Church. Rowan-Cabarrus Community College offers two-year educational programs leading to the associate's degree in applied science. In addition, one-year diploma programs are offered in five fields. There is a total enrollment of approximately 4,700 full-time students. The City is also home to Hood Theological Seminary, a private graduate school that prepares students for ministry and has grown to 300 students.

Novant Health Rowan Medical Center and Campbell University have a working agreement that establishes the hospital as a teaching hospital. The partnership includes training in the areas of primary care, family medicine, general surgery, OB/GYN, pediatrics, psychiatry, and other critical services with an emphasis on the unique needs of underserved communities.

In addition to the Salisbury-Rowan public school system, there are several private and church related schools.

### **ARTS AND ENTERTAINMENT**

The cultural atmosphere of the Salisbury area is significantly enriched by the outstanding programs of Catawba and Livingstone Colleges and the other colleges in the area. Each year the Catawba College Shuford School of Performing Art brings a minimum of four musical events to Salisbury. Catawba's fine Theatre Arts department offers several professional-type drama productions each year. Livingstone College also has a cultural series that brings artists to the community as well as an excellent drama group.

The Piedmont Players, a community little theatre organization, provides excellent entertainment as well as a chance to participate in both its acting and technical activities. They have completely restored the historic Meroney Theatre, built in 1905, for their home. The Piedmont Players presents five shows each season. The Norvell Theatre features plays cast entirely with children and youth. Many school groups attend plays at the Norvell every year. Piedmont Players has received an award at the annual North Carolina Theatre Conference for having the best community theatre in the state. The arts program has been further enhanced with the addition of the Lee Street Theatre and Performing Arts Center, a 9,000 square foot theatre.

The Salisbury-Rowan Symphony, consisting of musicians from the area, presents four concerts each season. In addition to participation in the regular concert series, the string quartet of the Salisbury

Symphony visits the elementary schools to present programs. The object of this mini-concert series is to give the students some knowledge of music and famous composers.

Rowan-Cabarrus Community College participates in the North Carolina Visiting Artist Program. Each year a professional artist is employed and in residence at the college. Concerts and musical programs are provided regularly by many artists throughout the state as well as the Visiting Artist. In addition, Rowan-Cabarrus Community College sponsors a Folk Heritage Center, network for professional and local folk artists.

### **COMMUNITY FACILITIES**

Salisbury is served 5 days a week by The Salisbury Post. Three radio stations provide local programming. WBTV has a satellite newsroom located in Salisbury. Local reception provides coverage from all major networks in addition to cable television facilities.

A full-time, year-round parks and recreation staff offers activities for all city residents. In addition to organized activities, the City provides 28 park properties, an outdoor seasonal swimming pool and splash pad, a sports complex, and a large community park and athletic complex totaling 518 acres of parkland city wide.

In addition, the department provides many amenities for public enjoyment including four recreation facilities, eight tennis courts, one disc golf course, and five paved sections (5.2 miles) of the Salisbury Greenway.

A new teen center opened March 5, 2018, in the Miller Recreation Center on West Bank Street. Teens receive free membership cards when they sign up, which also gives them free access to city buses. The center offers a place to play pool, foosball, and video games. The members can also receive homework assistance, life skills training, and participate in other specialized programs.

### **PARK SYSTEMS**

Kelsey-Scott Park, City Park and Salisbury Community Park are among the largest parks in our park system providing outdoor recreation and shelter reservations to the citizens of Salisbury. The Jaycee Sports Complex is a multi-use area with two ball fields, outdoor fitness equipment, and two outdoor basketball courts. City Park Recreation Center, Miller Recreation Center, Hall Gym, and the Salisbury Civic Center offer a variety of programs throughout the year and are also available for

rentals.

The Salisbury Community Park and Athletic Complex opened in April 2001. Amenities at the 306 acre park include baseball/softball fields, soccer fields, picnic shelters, play structures, multiple hiking/biking trails, walkways and an eight-acre lake suitable for fishing and equipped with a handicap accessible fishing pier.



*Ball field at the Community Park*

Hurley Park is a municipal garden which offers a unique collection of plants, native and ornamental, to the area. The park provides an educational experience as well as a pleasurable place to stroll and is reserved for weddings and other special events. The park celebrated its 30-year anniversary during the 2017-18 fiscal year.

### **SPECIAL EVENTS**

The Parks and Recreation Department offers a variety of special events throughout the year including: Father Daughter Dance, Earth Day on the Greenway, Touch a Truck, Doggy Dip Swim, Middle School Prom, Movies in the Park, Fall Campouts, Halloween Fun Fest, 5K Run/Walk for the Greenway, Music at the Mural, Fur Fun 5K, Brown Bag Lunch Jam, New Year's Eve at the Bell Tower, Cheerwine Festival and Brunch with Santa. The department also assists Downtown Salisbury, Inc. (DSI) with their scheduled special events. In addition to special events, the department facilitates over 20 softball tournaments that bring players from throughout the southeast to the Salisbury Community Park and Athletic Complex.

Downtown Salisbury Department has 17 events in the Downtown area that bring thousands of residents together for a fun filled evening. The City of Salisbury, in partnership with Cheerwine, has hosted the Cheerwine Festival in May. The event began with the 100<sup>th</sup> birthday of Cheerwine in 2017 where more than 30,000 people came to downtown Salisbury to enjoy live music, food vendors, shopping, local craft vendors, and family-friendly activities.



### MISCELLANEOUS STATISTICS

Public Safety:		Area - Square Miles	21.8
Number of Fire Stations	6	Miles of Streets	173.23
Number of Police Stations	1	Regional Utilities Department:	
Recreation Facilities:		Number of Customers	18,919
Number of Parks	28	Miles of Water Line	449
Number of Recreation Centers	4	Miles of Sewer Line	418
Number of Tennis Facilities	1	Number of Cemeteries	7
Number of Acres	518		
Greenway Miles	5.2		



**ASSESSED VALUE OF TAXABLE PROPERTY**

<b>Fiscal Year Ended</b>	<b>For the Last Ten Fiscal Years</b>				<b>Tax Rate</b>
		<b>Personal</b>	<b>Public Service</b>		
<b>June 30,</b>	<b>Real Property</b>	<b>Property</b>	<b>Property</b>	<b>Total</b>	
<b>2020</b> <sup>1</sup>				<b>\$3,078,560,000</b>	<b>\$0.7196</b>
2019	\$2,215,411,938	\$574,315,892	\$76,103,757	\$2,865,831,587	\$0.7196
2018	\$2,200,909,996	\$571,100,802	\$72,407,318	\$2,844,418,116	\$0.7096
2017	\$2,190,395,512	\$581,933,147	\$70,460,904	\$2,842,789,563	\$0.6720
<b>2016</b>	<b>\$2,188,918,181</b>	<b>\$552,224,799</b>	<b>\$69,437,235</b>	<b>\$2,810,580,215</b>	<b>\$0.6600</b>
2015	\$2,192,253,039	\$572,732,078	\$62,228,883	\$2,827,214,000	\$0.6569
2014	\$2,185,868,793	\$592,826,220	\$59,056,195	\$2,837,751,208	\$0.6374
2013	\$2,207,871,524	\$500,854,287	\$61,343,725	\$2,770,069,536	\$0.6374
<b>2012</b>	<b>\$2,177,064,102</b>	<b>\$533,023,437</b>	<b>\$59,819,853</b>	<b>\$2,769,907,392</b>	<b>\$0.6135</b>
2011	\$2,324,996,121	\$530,055,686	\$61,255,822	\$2,916,307,629	\$0.5900

<sup>1</sup> Estimated

Note: The levy of property taxes each year is based on the assessed value of taxable property as of January 1 preceding the beginning of the fiscal year on July 1. All taxable property is assessed at one hundred percent (100%) of its estimated value at time of revaluation. Revaluation of real property, required at least every eight years, was completed for the levy of taxes in the years ended June 30, 2012; June 30, 2016 and June 30, 2020 (in bold). The assessment of taxable property being assessed after revaluation is accomplished in accordance with North Carolina G.S. 105.286.

**SCHEDULE OF PRINCIPAL TAXPAYERS FOR THE CITY OF SALISBURY**  
**For the Year Ended June 30, 2018**

<b>Business</b>	<b>Type of Enterprise</b>	<b>2018 Assessed Valuation</b>	<b>Value of Total</b>
Food Lion, Inc.	Commercial	\$154,590,210	5.43%
Henkel Corporation	Manufacturing	33,025,431	1.16%
AKZO Nobel	Manufacturing	31,196,939	1.10%
Duke Energy Corp.	Utility	31,027,931	1.09%
Brixmor Innes Street, LLC	Retail Real Estate	25,754,169	0.91%
Cole Mt. Salisbury, NC LLC	Real Estate	22,598,592	0.79%
Norandal USA	Industrial	20,950,324	0.74%
Wal-Mart Real Estate Business	Retail	13,002,662	0.46%
BRC Salisbury LLC	Real Estate	12,025,915	0.42%
Piedmont Natural Gas	Utility	11,547,424	0.41%
<b>Totals</b>		<b>\$355,719,597</b>	<b>12.51%</b>

**SCHEDULE OF PRINCIPAL EMPLOYERS  
IN THE CITY OF SALISBURY  
For the Year Ended June 30, 2018**

<b>Employer</b>	<b>Employees</b>	<b>Percentage of Total City Employment</b>
Delhaize Food Lion	3,200	14.55%
Rowan/Salisbury School System	2,889	13.13%
W.G. (Bill) Hefner VA Medical Center	2,100	9.55%
Novant Health Rowan Regional	1,558	7.08%
Rowan-Cabarrus Community College	955	4.34%
Rowan County	817	3.71%
Piedmont Correctional Institute	450	2.05%
City of Salisbury	416	1.89%
Lutheran Services for the Aging	310	1.41%
Catawba College	250	1.14%
<b>Total</b>	<b>12,945</b>	<b>58.85%</b>

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2018.

**DEMOGRAPHIC AND ECONOMIC STATISTICS  
CITY OF SALISBURY  
For the Last Ten Fiscal Years**

<b>Fiscal Year</b>	<b>Population</b>	<b>Personal Income</b>	<b>Per Capita Personal Income</b>	<b>Median Age</b>	<b>Unemployment Rate</b>
2018	34,463	\$ 926,512,706	\$ 26,884	40.1	4.4%
2017	34,459	903,809,921	26,229	39.9	5.2%
2016	34,285	877,313,318	25,589	39.7	5.8%
2015	33,955	847,677,075	24,965	39.5	5.9%
2014	33,726	821,424,540	24,356	39.3	7.3%
2013	33,622	798,918,570	23,762	39.1	9.6%
2012	33,701	781,264,147	23,182	38.9	10.9%
2011	33,732	762,910,045	22,617	38.7	11.6%
2010	32,263	711,888,741	22,065	38.5	12.7%
2009	31,358	728,336,587	23,227	38.3	10.3%

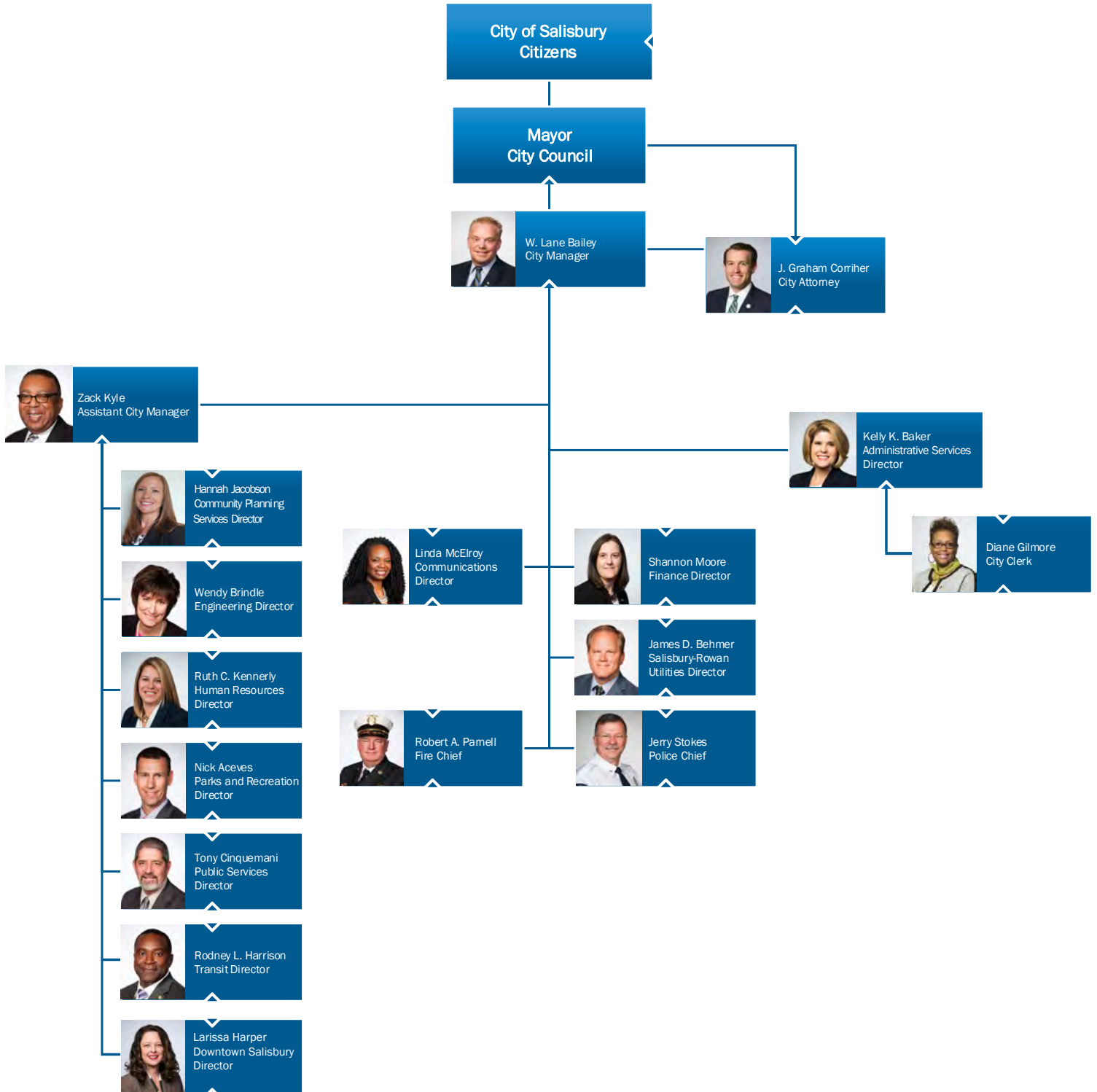
Sources: Population data provided by Office of State Management and Budget.  
Personal income, per capital income, and median age data are based on the latest census with estimated fluctuations for non-census years.  
Unemployment rates are provided by the NC Employment Security Commission.

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**CITY OF SALISBURY**  
**LIST OF PRINCIPAL OFFICIALS**  
July 1, 2019

Mayor	Al Heggins
Mayor Pro Tem	David B. Post
Council Member	Karen Kirks Alexander
Council Member	Tamara Sheffield
Council Member	William B. Miller
City Attorney	J. Graham Corriher
City Manager	W. Lane Bailey
Assistant City Manager	Zack Kyle
Administrative Services Director	Kelly K. Baker
City Clerk	Diane Gilmore
Communications Director	Linda McElroy
Community Planning Services Director	Hannah Jacobson
Downtown Salisbury Director	Larissa Harper
Engineering Director	Wendy Brindle
Finance Director	Shannon Moore
Fire Chief	Robert A. Parnell
Human Resources Director	Ruth C. Kennerly
Parks and Recreation Director	Nick Aceves
Police Chief	Jerry Stokes
Public Services Director	Tony Cinquemani
Salisbury-Rowan Utilities Director	James D. Behmer
Transit Director	Rodney L. Harrison



# City of Salisbury Organization Chart



**CITY OF SALISBURY**  
**SUMMARY OF POSITIONS FOR FY 2018 – 2020**

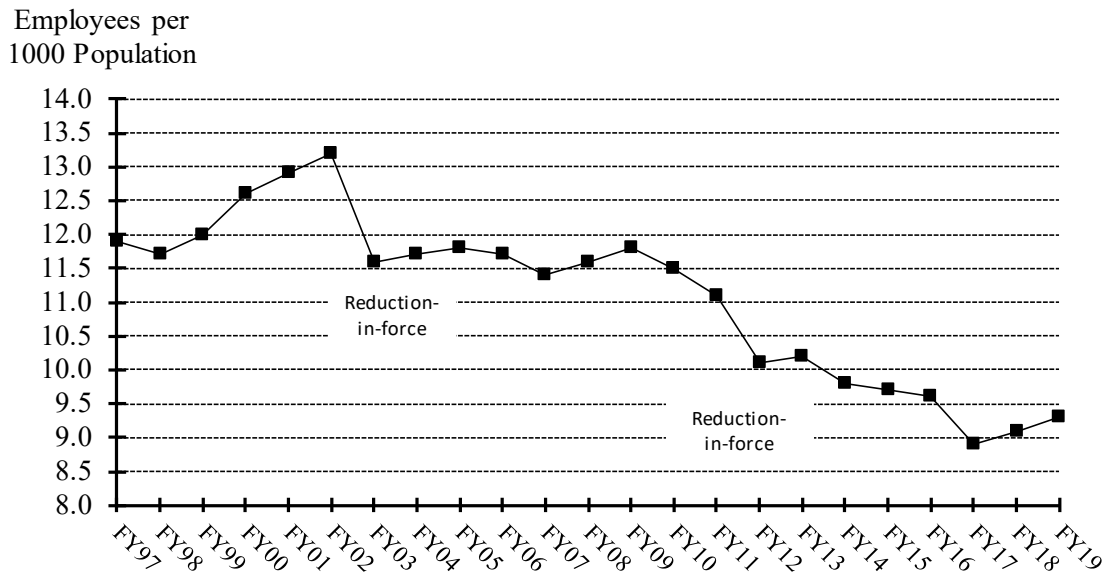
	APPROVED FY 2017-18	APPROVED FY 2018-19	REQUESTED FY 2019-20	RECOMMENDED FY 2019-20	APPROVED FY 2019-20
<b>GENERAL FUND</b>					
City Council	8	8	8	8	8
Management & Administration	6	6	6	6	6
Communications	4	4	4	4	4
Human Resources	6	6	6	6	6
Financial Services	12	12	12	12	12
Business Services	11	11	9	9	9
Information Technologies	7	7	7	7	7
Community Planning Services	4	4	4	4	4
Code Services	4	4	4	4	4
Development Services	4	4	4	4	4
Downtown Salisbury	2	2	3	3	3
Engineering	7	7	8	8	8
Engineering-Traffic Operations	2	2	3	3	3
Police	89	89	97	97	97
Fire	82	81	90	90	90
Public Svcs-Telecommunications	4	4	4	4	4
Public Svcs-Facilities Maintenance	3	5	5	5	5
Public Svcs-Administration	3	3	3	3	3
Public Svcs-Streets	16	18	18	18	18
Public Svcs-Cemetery	1	1	1	1	1
Public Svcs- Solid Waste Management	7	6	6	6	6
Public Svcs-Waste Management-Other	5	5	5	5	5
Public Svcs-Grounds Maintenance	13	16	16	16	16
Public Svcs-Fleet Management	13	13	13	13	13
Parks and Recreation	21	15	15	15	15
<b>TOTAL</b>	<b>334</b>	<b>333</b>	<b>351</b>	<b>351</b>	<b>351</b>
<b>WATER AND SEWER FUND</b>					
Utility Management	10	10	11	11	11
Water Treatment	9	9	9	9	9
Systems Maintenance	26	30	31	31	31
Environmental Services	7	7	7	7	7
Wastewater Treatment Plants	25	25	24	24	24
Meter Services	10	8	7	7	7
<b>TOTAL</b>	<b>87</b>	<b>89</b>	<b>89</b>	<b>89</b>	<b>89</b>
<b>TRANSIT FUND</b>	<b>14</b>	<b>17</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>FIBRANT COMMUNICATIONS FUND *</b>	<b>24</b>	<b>23</b>			
<b>STORMWATER FUND</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>TOTAL ALL FUNDS</b>	<b>470</b>	<b>473</b>	<b>466</b>	<b>466</b>	<b>466</b>
<i>Permanent Full-time</i>	<i>448</i>	<i>449</i>	<i>442</i>	<i>442</i>	<i>442</i>
<i>Permanent Part-time</i>	<i>5</i>	<i>8</i>	<i>5</i>	<i>5</i>	<i>5</i>
<i>Temporary Full</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>
<i>Temporary Part-time</i>	<i>6</i>	<i>6</i>	<i>7</i>	<i>7</i>	<i>7</i>
<i>Part-Time Pools</i>	<i>9</i>	<i>8</i>	<i>10</i>	<i>10</i>	<i>10</i>
<b>TOTAL ALL FUNDS</b>	<b>470</b>	<b>473</b>	<b>466</b>	<b>466</b>	<b>466</b>

\*Positions eliminated due to system lease

For the FY2019-20 Adopted Budget, the total number of full-time positions for the City's budgeted funds has decreased by seven over the previous fiscal year Adopted Budget. The following table shows the changes.

<b>GENERAL FUND:</b>
<i>Additions: Project Manager, Traffic Signal Tech, Sworn Police Officers, Victim Advocate, Crime Analyst, PT Nuisance Abatement Officer, PT Downtown Officer, 9 Fire (SAFER)</i>
<b>WATER &amp; SEWER FUND:</b>
<i>NO changes in positions</i>
<b>TRANSIT FUND:</b>
<i>NO changes in positions</i>
<b>FIBRANT COMMUNICATIONS FUND</b>
<i>Elimination of 23 positions due to system lease</i>
<b>STORMWATER FUND</b>
<i>NO changes in positions.</i>

### General Fund Full-Time Employees per 1000 Population



As mentioned in the Introductory Section under Trend Monitoring, the City monitors various trends. The above graph represents the number of full-time General and HUD Funds employees per 1,000 population. In FY2003 (FY03), City Council used a 33 position reduction-in-force/hiring freeze to counteract the effects of the Governor's actions and the stagnant economy. Subsequently, in FY2012 (FY12), there were 33 net full time positions eliminated due to decreased revenue/increased expenditures. The decrease in FY2017 is related to the Fibrant employees being moved to the Fibrant Communications Fund from the General Fund.

## RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

	General/Special Revenue		Enterprise			
	General Fund/ Capital Reserve	Entitlement (HUD)	Water & Sewer/ Capital Reserve	Transit	Fibrant/ Capital Reserve	Stormwater/ Capital Reserve
General Government	X					
Public Safety	X					
Transportation	X			X		
Environmental Protection	X					X
Culture & Recreation	X					
Community & Economic Development	X	X			X	
Education	X					
Utility			X		X	X

### PROGRAM MATRIX OF FY2019-20 BUDGET

Below is a matrix showing the relationship between the funds/departments and the program classifications. Although some departments may perform activities outside the program classifications as shown, the classifications show the predominant areas in which a department is involved.

	PROGRAMS							
	General Government	Public Safety	Transportation	Environmental Protection	Culture & Recreation	Community & Economic Development	Education	Utility
<b>GENERAL FUND:</b>								
City Council	X	X	X	X	X	X		X
Management & Administration	X	X	X	X	X	X		X
Communications	X	X	X	X	X	X		X
Human Resources	X	X	X	X	X	X		X
Business & Financial Services	X	X	X	X	X	X		X
Purchasing	X							
Telecommunications	X	X	X	X	X	X		X
Information Systems Operations	X	X	X		X	X		X
Central City Buildings Plaza	X					X		
Downtown Development					X	X		
Community Planning Services						X		
Code Services				X		X		
Development Services						X		
Engineering	X		X		X			
Street Lighting		X	X					
GIS	X	X	X	X	X	X		X
Police		X					X	
Fire		X					X	
Public Services Administration	X		X	X				
Street			X					
Solid Waste Management				X				
Waste Management- Other				X				
Fleet Management	X							
Transportation			X					
Parks & Recreation					X		X	
Education							X	
<b>ENTERPRISE FUNDS:</b>								
Water & Sewer								X
Mass Transit			X					
Fibrant						X		X
Stormwater				X				X
<b>SPECIAL REVENUE:</b>								
Entitlement (HUD)						X		



# General Fund

# CITY OF SALISBURY, NORTH CAROLINA

## GENERAL FUND STATEMENT OF REVENUES AND OTHER FINANCING SOURCES

For the Year Ending June 30, 2020  
With Estimated Actual for Year Ending June 30, 2019 and  
Actual for Year Ended June 30, 2018

	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>REVENUES:</b>			
Taxes:			
General property - current	\$ 19,671,583	\$ 20,094,941	\$ 21,482,484
General property - prior	305,236	261,434	328,000
Municipal service district taxes	140,486	-	-
Auto tax	235,325	235,000	240,000
Interest on delinquent tax	106,140	105,000	90,000
Other tax	726	800	1,000
	<u>\$ 20,459,496</u>	<u>\$ 20,697,175</u>	<u>\$ 22,141,484</u>
Unrestricted Intergovernmental:			
Local option sales tax	\$ 7,604,426	\$ 7,608,102	\$ 7,650,000
Utilities franchise tax	3,002,938	3,015,000	3,015,000
Wine and beer tax	149,251	150,000	150,000
Other	156,087	164,875	164,000
	<u>\$ 10,912,702</u>	<u>\$ 10,937,977</u>	<u>\$ 10,979,000</u>
Restricted Intergovernmental:			
State street aid - powell bill	\$ 964,070	\$ 951,247	\$ 951,247
ARRA - Greenway Grant	91,062	132,000	-
Other	659,188	818,101	2,839,054
	<u>\$ 1,714,320</u>	<u>\$ 1,901,348</u>	<u>\$ 3,790,301</u>
Charges for services:			
Environmental protection	\$ 2,000,815	\$ 2,117,090	\$ 2,346,000
Culture and recreation	116,179	102,000	200,000
Code services fees	47,806	40,975	40,000
Public safety	545,128	532,866	551,500
Cemetery	115,450	120,000	120,000
Radio antenna and paging rentals	362,897	352,500	265,000
Rentals and sale of property	585,534	569,357	304,240
Licenses and permits	61,123	71,443	70,000
Administrative charges	3,615,090	3,652,030	3,532,030
Community services	157,331	59,601	67,150
Other	2,581	8,270	3,000
	<u>\$ 7,609,934</u>	<u>\$ 7,626,131</u>	<u>\$ 7,498,920</u>
Miscellaneous:			
Interest earned on investments	\$ 157,674	\$ 344,000	\$ 250,000
Donations	215,491	351,466	135,000
Other	165,781	1,063,012	191,793
	<u>\$ 538,947</u>	<u>\$ 1,758,478</u>	<u>\$ 576,793</u>
Total revenues	<u>\$ 41,235,399</u>	<u>\$ 42,921,108</u>	<u>\$ 44,986,498</u>
<b>OTHER FINANCING SOURCES:</b>			
Refunding bonds issued	\$ -	\$ 230,000	\$ -
Fund balance appropriated	-	2,000,000	2,523,546
Total revenues and other financing sources	<u>\$ 41,235,399</u>	<u>\$ 45,151,108</u>	<u>\$ 47,510,044</u>

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**CITY OF SALISBURY**  
**FY 2019-2020 BUDGET SUMMARY**  
**GENERAL FUND**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>REVENUE</b>	\$ 41,235,399	\$ 47,090,925	\$ 43,191,599	\$ 47,302,044	\$ 47,510,044
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 14,631,018	\$ 16,368,541	\$ 17,086,382	\$ 16,984,059	\$ 16,984,059
OVERTIME SALARIES	\$ 666,031	\$ 610,300	\$ 621,650	\$ 597,100	\$ 597,100
PART TIME SALARIES	\$ 314,326	\$ 321,118	\$ 247,434	\$ 327,300	\$ 327,300
LEO SEPARATION ALLOWANCE	\$ 360,562	\$ 376,954	\$ 403,852	\$ 369,238	\$ 369,238
FICA TAX	\$ 905,505	\$ 1,035,081	\$ 1,107,613	\$ 1,109,903	\$ 1,109,903
RETIREMENT	\$ 1,166,616	\$ 1,293,437	\$ 1,662,550	\$ 1,611,222	\$ 1,611,222
401K-SWORN LAW	\$ 209,846	\$ 215,403	\$ 230,770	\$ 230,770	\$ 230,770
401(K) EMPLOYER CONTRIBUTION	\$ 322,525	\$ 353,730	\$ 390,785	\$ 386,980	\$ 386,980
HEALTH CARE	\$ 2,818,593	\$ 3,260,457	\$ 3,472,178	\$ 3,411,827	\$ 3,411,827
LIFE INSURANCE	\$ 31,773	\$ 39,956	\$ 42,369	\$ 41,774	\$ 41,774
EMP SEC INS	\$ 12,609	\$ 9,872	\$ 170,599	\$ 119,270	\$ 119,270
WORKERS COMPENSATION	\$ 702,300	\$ 749,250	\$ 820,150	\$ 789,750	\$ 789,750
<b>Personnel Total</b>	<b>\$ 22,141,704</b>	<b>\$ 24,634,099</b>	<b>\$ 26,256,332</b>	<b>\$ 25,979,193</b>	<b>\$ 25,979,193</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 4,507	\$ 5,675	\$ 5,500	\$ 5,300	\$ 5,300
UNIFORMS	\$ 107,525	\$ 243,858	\$ 166,684	\$ 131,607	\$ 131,607
UNIFORM EQUIPMENT	\$ 17,096	\$ 24,560	\$ 23,160	\$ 17,810	\$ 17,810
PROTECTIVE EQUIPMENT	\$ 516	\$ 400	\$ 800	\$ 600	\$ 600
MEETING EXPENSES	\$ 16,101	\$ 18,622	\$ 19,394	\$ 13,544	\$ 13,544
EMPLOYEE RECOGNITION	\$ 5,240	\$ 2,500	\$ 2,500	\$ 1,500	\$ 1,500
EMPLOYEE HOLIDAY LUNCHEON	\$ 5,233	\$ -	\$ -	\$ -	\$ -
SAFETY PROGRAM	\$ 1,825	\$ 4,000	\$ 4,000	\$ 2,500	\$ 2,500
CRIME PREVENTION	\$ 3,968	\$ 6,007	\$ 1,200	\$ 1,200	\$ 1,200
SAFETY AWARDS	\$ -	\$ 4,000	\$ 4,000	\$ 2,500	\$ 2,500
RECREATION PROGRAMS	\$ 21,393	\$ 17,810	\$ 19,350	\$ 16,900	\$ 16,900
YOUTH PROGRAMS	\$ 14,471	\$ 2,000	\$ 11,000	\$ -	\$ -
CAC PROGRAMS	\$ 965	\$ 3,000	\$ 3,000	\$ 3,484	\$ 3,484
EXPENDABLE EQUIPMENT	\$ 38,884	\$ 28,731	\$ 30,417	\$ 25,500	\$ 25,500
EXPENDABLE RECREATION EQUIPMENT	\$ 205	\$ 900	\$ 900	\$ 900	\$ 900
FIRE AND RESCUE TOOLS	\$ 157,491	\$ 17,663	\$ 19,363	\$ 19,363	\$ 19,363
STREET NAME SIGNS	\$ 4,970	\$ 5,210	\$ 5,210	\$ 5,210	\$ 5,210
TRAFFIC PAVEMENT MARKINGS	\$ 13,576	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
TRAFFIC SIGNS & POST	\$ 7,862	\$ 8,275	\$ 8,275	\$ 8,275	\$ 8,275
DRIVE & WALK PAVING	\$ 34,355	\$ 30,000	\$ 30,000	\$ 35,000	\$ 35,000
CONSTRUCTION	\$ 5,507	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
SNOW MATERIALS	\$ -	\$ 7,590	\$ 7,590	\$ 7,590	\$ 7,590
MATERIALS NEW STREETS	\$ 17,436	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
MATERIALS ST MAINT	\$ 26,100	\$ 25,000	\$ 25,000	\$ 30,000	\$ 30,000
MATERIALS - CONCRETE	\$ 13,883	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
GAS & OIL	\$ 404,707	\$ 389,317	\$ 699,905	\$ 566,436	\$ 566,436
DEPARTMENT SUPPLIES	\$ 161,190	\$ 152,248	\$ 180,575	\$ 138,947	\$ 138,947
PUBLIC SAFETY VEHICLE EQUIPMENT	\$ 5,306	\$ 29,000	\$ 22,010	\$ 22,010	\$ 22,010
HOSE AND FITTINGS	\$ 2,722	\$ 5,756	\$ 31,942	\$ 4,800	\$ 4,800
COMPUTER SUPPLIES	\$ 364	\$ 400	\$ 400	\$ 400	\$ 400
ARMORY SUPPLIES	\$ 18,187	\$ 12,650	\$ 22,650	\$ 15,650	\$ 15,650
CANINE UNIT	\$ 5,775	\$ 4,000	\$ 8,800	\$ 7,800	\$ 7,800

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	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
EVIDENCE	\$ -	\$ 3,015	\$ 3,015	\$ 1,558	\$ 1,558
CRIME SCENE	\$ -	\$ 5,200	\$ 8,470	\$ 8,270	\$ 8,270
TRAVEL	\$ 65,005	\$ 76,432	\$ 103,250	\$ 82,358	\$ 82,358
AUTO ALLOWANCE	\$ -	\$ -	\$ 28,421	\$ 28,421	\$ 28,421
TECHNOLOGY ALLOWANCE	\$ 2,400	\$ 2,400	\$ 7,230	\$ 7,230	\$ 7,230
TELEPHONE	\$ 23,647	\$ 33,569	\$ 23,800	\$ 29,251	\$ 29,251
CELL PHONE STIPEND	\$ -	\$ -	\$ 53,784	\$ 53,784	\$ 53,784
WIRELESS AIR CARDS	\$ 52,467	\$ 57,335	\$ 58,071	\$ 58,071	\$ 58,071
POSTAGE	\$ 13,003	\$ 13,518	\$ 14,833	\$ 12,848	\$ 12,848
ELECTRIC POWER	\$ 418,463	\$ 436,225	\$ 472,775	\$ 417,970	\$ 417,970
TRAFFIC SIGNAL	\$ 5,690	\$ 5,972	\$ 6,000	\$ 6,000	\$ 6,000
STREET LIGHTING	\$ 564,531	\$ 567,350	\$ 594,350	\$ 498,350	\$ 498,350
NATURAL GAS	\$ 70,615	\$ 66,716	\$ 105,626	\$ 70,719	\$ 70,719
CITY UTILITIES	\$ 117,720	\$ 118,610	\$ 119,870	\$ 99,539	\$ 99,539
PRINTING	\$ 3,641	\$ 4,744	\$ 4,600	\$ 3,850	\$ 3,850
BUILDINGS & GROUNDS	\$ 263,137	\$ 353,612	\$ 268,770	\$ 200,832	\$ 200,832
B&G OTHER DEPTS	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -
GROUNDS BEAUTIFICATION	\$ 6,989	\$ 12,450	\$ 30,700	\$ 20,700	\$ 20,700
TRANSITIONAL PARK	\$ 1,448	\$ -	\$ -	\$ -	\$ -
PRICE HIGH SCHOOL	\$ 15,832	\$ 16,000	\$ 18,909	\$ 15,838	\$ 15,838
AMTRAK STATION	\$ 12,058	\$ 13,800	\$ 16,794	\$ 16,765	\$ 16,765
B/G CONTRACTED SERVICES	\$ 321,853	\$ 332,170	\$ 341,923	\$ 341,923	\$ 341,923
MAINT EQUIPMENT	\$ 148,115	\$ 140,189	\$ 156,065	\$ 126,203	\$ 126,203
MAINT RADIO	\$ 45,240	\$ 33,792	\$ 35,040	\$ 19,840	\$ 19,840
MAINT COMPUTER	\$ 33,782	\$ 54,051	\$ 102,333	\$ 67,264	\$ 67,264
MAINT CMPT SOFTWARE	\$ 613,001	\$ 682,894	\$ 724,063	\$ 687,683	\$ 687,683
MAINT TRAFFIC SIGNALS	\$ 12,276	\$ 10,000	\$ 37,860	\$ 17,286	\$ 17,286
MAINT AUTO	\$ 387,827	\$ 275,526	\$ 340,077	\$ 298,545	\$ 298,545
VEHICLE DAMAGE REPAIR	\$ 7,956	\$ -	\$ -	\$ -	\$ -
STREET MAINTENANCE	\$ 433,648	\$ 500,000	\$ 550,000	\$ 500,000	\$ 500,000
COUNTY LANDFILL CHARGES	\$ 321,192	\$ 333,440	\$ 343,440	\$ 333,440	\$ 333,440
MINIMUM HOUSING	\$ 60,183	\$ 146,200	\$ 125,000	\$ 120,000	\$ 120,000
ADVERTISING	\$ 54,966	\$ 36,348	\$ 52,020	\$ 28,120	\$ 28,120
TRAINING	\$ 160,550	\$ 189,084	\$ 209,006	\$ 156,468	\$ 156,468
EMPLOYEE TRAINING/DEV PROGRAM	\$ 32,482	\$ 30,446	\$ 45,000	\$ 25,000	\$ 25,000
TACTICAL UNIT	\$ 12,668	\$ 9,250	\$ 16,000	\$ 9,500	\$ 9,500
LEASE PMTS-PK LOT	\$ 13,243	\$ 13,250	\$ 13,250	\$ 13,250	\$ 13,250
COPIER CONTRACT EXPENSE	\$ 53,052	\$ 55,700	\$ 59,450	\$ 59,581	\$ 59,581
INSURANCE PREMIUMS	\$ 296,061	\$ 310,018	\$ 329,289	\$ 323,300	\$ 323,300
INSURANCE CLAIMS	\$ 74,365	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 65,621	\$ 79,622	\$ 91,781	\$ 86,817	\$ 86,817
MISCELLANEOUS EXPENSE	\$ 163,928	\$ 33,441	\$ 31,215	\$ 27,254	\$ 27,254
INFORMATION FUND	\$ 21,000	\$ 18,800	\$ 20,000	\$ 20,000	\$ 20,000
OPERATIONAL EXPENDIT RESERVED	\$ -	\$ -	\$ -	\$ -	\$ 38,000
ACTIVENET FEES	\$ 856	\$ 2,000	\$ 2,000	\$ 1,500	\$ 1,500
AUDITING CONTRACT	\$ 32,600	\$ 33,300	\$ 33,500	\$ 33,500	\$ 33,500
TAX COLLECTION FEES	\$ 207,214	\$ 195,000	\$ 220,000	\$ 220,000	\$ 220,000
LEGAL FEES	\$ 118,469	\$ 50,000	\$ 35,000	\$ 25,000	\$ 25,000
RIGHT OF WAY CHARGES	\$ 1,234	\$ 1,215	\$ 1,260	\$ 1,260	\$ 1,260
INTERNET BACKBONE FEE	\$ -	\$ -	\$ 116,400	\$ 33,276	\$ 33,276
SPECIAL PROJECTS	\$ 2,224,895	\$ 5,336,276	\$ 5,628,248	\$ 4,629,471	\$ 4,799,471
COMMUNITY EFFORTS GROUPS	\$ 45,000	\$ 45,000	\$ 55,000	\$ 55,000	\$ 55,000
UPDATE CITY CODE	\$ 4,481	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
CONTRACTED SERVICES	\$ 1,379,807	\$ 848,617	\$ 808,154	\$ 758,054	\$ 758,054
EMPLOYEE ASSISTANCE PROGRAM	\$ 6,180	\$ 6,252	\$ 6,319	\$ 6,319	\$ 6,319
ELECTION EXPENSE	\$ 12,826	\$ -	\$ 14,200	\$ 14,200	\$ 14,200
E INNES STREETScape	\$ 8,411	\$ 76,037	\$ -	\$ -	\$ -
PERFORMANCE MEASUREMENT	\$ 18,500	\$ -	\$ 10,400	\$ 8,900	\$ 8,900
DENR PROJECTS	\$ 328	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000

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	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
RETIREE HEALTH INSURANCE	\$ 580,209	\$ 632,055	\$ 668,652	\$ 668,652	\$ 668,652
YOUTH COUNCIL	\$ 7,552	\$ 7,500	\$ 15,000	\$ 7,500	\$ 7,500
CRIME CONTROL	\$ 3,416	\$ 4,000	\$ 5,000	\$ 5,000	\$ 5,000
POLICE ACCREDITATION	\$ 4,670	\$ 5,220	\$ 4,770	\$ 4,770	\$ 4,770
POLICE CHAPLAINCY PROGRAM	\$ 333	\$ 200	\$ 820	\$ 820	\$ 820
GOVERNMENT ACCESS CHANNEL	\$ 2,946	\$ 3,900	\$ 5,150	\$ 3,150	\$ 3,150
WELLNESS PROGRAM	\$ 12,008	\$ 7,000	\$ 8,000	\$ 7,000	\$ 7,000
SPECIAL EVENTS	\$ 45,687	\$ 52,981	\$ 157,535	\$ 57,500	\$ 57,500
ATTRACT/RETAIN STRATEGIES	\$ 3,726	\$ 3,800	\$ 3,000	\$ 2,000	\$ 2,000
DIVERSITY RECRUIT STRATEGIES	\$ 4,342	\$ 2,500	\$ 3,500	\$ 2,000	\$ 2,000
SWAY	\$ 16,990	\$ 20,700	\$ 30,000	\$ 20,700	\$ 20,700
PUBLIC ART/SCULPTURE SHOW	\$ 46,717	\$ 10,000	\$ 20,000	\$ 10,000	\$ 10,000
BLOCKWORK	\$ 9,391	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
SPRING FESTIVAL	\$ 71,030	\$ 12,651	\$ 90,000	\$ 80,000	\$ 80,000
KESLER MILL	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000
DOG PARK	\$ -	\$ -	\$ 1,500	\$ -	\$ -
ANNEXATION EXPENSES	\$ 2,653	\$ 1,822	\$ 1,822	\$ 1,822	\$ 1,822
PROFESSIONAL SERVICES	\$ 228,782	\$ 269,207	\$ 306,805	\$ 242,272	\$ 242,272
NCLM/INST OF GOV'T	\$ 28,715	\$ 30,352	\$ 30,500	\$ 32,473	\$ 32,473
CONTRACTED PROGRAM INSTRUCTORS	\$ 15,350	\$ 13,600	\$ 16,850	\$ 13,350	\$ 13,350
BACKGROUND INVESTIGATIONS	\$ 746	\$ 3,000	\$ 4,500	\$ 2,500	\$ 2,500
RECYCLING CONTRACT	\$ 365,673	\$ 443,150	\$ 487,080	\$ 487,080	\$ 487,080
ACTION GRANTS	\$ 22,000	\$ 22,000	\$ 25,000	\$ 22,000	\$ 22,000
HUMAN RELATIONS COUNCIL	\$ 5,214	\$ 5,150	\$ 10,300	\$ 5,150	\$ 5,150
COUNCIL OF GOV'T	\$ 8,164	\$ 8,300	\$ 8,300	\$ 8,300	\$ 8,300
SUPPLEMENTARY ED	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
UNITED ARTS COUNCIL	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250
CHAMBER OF COMM	\$ 11,739	\$ 12,000	\$ 12,200	\$ 12,200	\$ 12,200
SENIOR CITIZENS	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
COMMUNITY APPEARANCE COMM	\$ 372	\$ 400	\$ 400	\$ 400	\$ 400
ECONOMIC DEV COMM	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088
TREE BOARD	\$ 815	\$ 1,600	\$ 2,400	\$ 1,900	\$ 1,900
DOWNTOWN SALISBURY INC	\$ 105,000	\$ -	\$ -	\$ -	\$ -
HURLEY PARK ADVISORY BOARD	\$ 89	\$ 500	\$ 500	\$ 500	\$ 500
2014 JAG GRANT	\$ 20,786	\$ -	\$ -	\$ -	\$ -
LEASE PURCHASE PRINCIPAL	\$ 596,952	\$ 846,952	\$ 866,952	\$ 866,952	\$ 866,952
LEASE PURCHASE INTEREST EXP	\$ 71,547	\$ 161,530	\$ 252,094	\$ 252,094	\$ 252,094
PAYMENT TO REFUNDING AGENT	\$ -	\$ 230,000	\$ -	\$ -	\$ -
INV - TELECOM PURCHASES	\$ 32,361	\$ -	\$ -	\$ -	\$ -
INV - TELECOM ISSUES	\$ (32,361)	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 1,782,010	\$ 1,938,386	\$ 1,988,290	\$ 1,988,290	\$ 1,988,290
TRANSFER - TRANSIT FUND	\$ 465,322	\$ 467,822	\$ 600,000	\$ 633,564	\$ 633,564
TRANSFER - FIBRANT FUND	\$ 3,217,883	\$ 3,000,000	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000
<b>Operations Total</b>	<b>\$ 18,179,989</b>	<b>\$ 21,298,154</b>	<b>\$ 22,258,944</b>	<b>\$ 19,975,911</b>	<b>\$ 20,183,911</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 29,075	\$ 72,931	\$ 150,784	\$ 65,000	\$ 65,000
C O ROOF / HVAC	\$ 145,090	\$ 491,071	\$ 636,940	\$ 636,940	\$ 636,940
C O COMPUTER EQUIPMENT	\$ -	\$ 2,000	\$ -	\$ -	\$ -
C O GARAGE EQUIPMENT	\$ 28,577	\$ -	\$ 195,600	\$ -	\$ -
C O BUILDINGS	\$ 605,197	\$ 485,311	\$ 818,551	\$ 255,000	\$ 255,000
C O BLDG & GRNDS	\$ 62,066	\$ 65,211	\$ 1,143,773	\$ 390,000	\$ 390,000
<b>Capital Total</b>	<b>\$ 870,005</b>	<b>\$ 1,116,524</b>	<b>\$ 2,945,648</b>	<b>\$ 1,346,940</b>	<b>\$ 1,346,940</b>
<b>Grand Total</b>	<b>\$ 41,191,698</b>	<b>\$ 47,048,777</b>	<b>\$ 51,460,924</b>	<b>\$ 47,302,044</b>	<b>\$ 47,510,044</b>

### STATEMENT OF PURPOSE

To function as the duly elected representatives of the citizens of Salisbury in creating and maintaining a balanced quality of life in accordance with North Carolina state statutes and federal law. To promote positive intergovernmental relationships with federal, state, and other local governments. To generate and maintain up-to-date municipal codes, establish public policies, and adopt budgets designed to provide effective, efficient municipal services. To provide a central source for the collection, storage, and dissemination of official municipal records and documents. To provide safety and security for all citizens, to protect the environment, and to improve the overall quality of life in our community. To provide leadership and support for the continued economic development and planned growth of the community.

### BUDGET REQUEST

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 216,791	\$ 217,600	\$ 205,716	\$ 205,716	\$ 205,716
FICA TAX	\$ 16,272	\$ 16,569	\$ 15,737	\$ 15,737	\$ 15,737
RETIREMENT	\$ 10,156	\$ 10,459	\$ 12,843	\$ 12,563	\$ 12,563
401(K) EMPLOYER CONTRIBUTION	\$ 4,021	\$ 4,012	\$ 4,178	\$ 4,178	\$ 4,178
HEALTH CARE	\$ 52,069	\$ 45,745	\$ 45,745	\$ 45,745	\$ 45,745
LIFE INSURANCE	\$ 248	\$ 334	\$ 347	\$ 345	\$ 345
EMP SEC INS	\$ 83	\$ 80	\$ 1,380	\$ 966	\$ 966
WORKERS COMPENSATION	\$ 16,800	\$ 18,000	\$ 18,800	\$ 18,000	\$ 18,000
<b>Personnel Total</b>	<b>\$ 316,440</b>	<b>\$ 312,799</b>	<b>\$ 304,746</b>	<b>\$ 303,250</b>	<b>\$ 303,250</b>
<b>Operations</b>					
MEETING EXPENSES	\$ 12,755	\$ 9,572	\$ 13,094	\$ 10,594	\$ 10,594
DEPARTMENT SUPPLIES	\$ 5,375	\$ 5,700	\$ 8,250	\$ 5,100	\$ 5,100
TRAVEL	\$ 18,114	\$ 14,982	\$ 18,000	\$ 15,000	\$ 15,000
AUTO ALLOWANCE	\$ -	\$ -	\$ 12,918	\$ 12,918	\$ 12,918
TECHNOLOGY ALLOWANCE	\$ 2,400	\$ 2,400	\$ 7,230	\$ 7,230	\$ 7,230
TELEPHONE	\$ 54	\$ 410	\$ 410	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
POSTAGE	\$ 381	\$ 650	\$ 900	\$ 400	\$ 400
MAINT EQUIPMENT	\$ -	\$ 160	\$ -	\$ -	\$ -
ADVERTISING	\$ 179	\$ 2,000	\$ 4,600	\$ 1,700	\$ 1,700
TRAINING	\$ 3,960	\$ 9,100	\$ 8,500	\$ 8,300	\$ 8,300
COPIER CONTRACT EXPENSE	\$ 2,505	\$ 2,200	\$ 2,400	\$ 2,400	\$ 2,400
DUES & SUBSCRIPTIONS	\$ 14,330	\$ 15,468	\$ 16,678	\$ 15,274	\$ 15,274
MISCELLANEOUS EXPENSE	\$ 8,117	\$ 10,800	\$ 10,800	\$ 8,264	\$ 8,264
SPECIAL PROJECTS	\$ 1,825	\$ 10,000	\$ 12,000	\$ 10,000	\$ 10,000
COMMUNITY EFFORTS GROUPS	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
UPDATE CITY CODE	\$ 4,481	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
ELECTION EXPENSE	\$ 12,826	\$ -	\$ 14,200	\$ 14,200	\$ 14,200
PROFESSIONAL SERVICES	\$ -	\$ 2,700	\$ 500	\$ 200	\$ 200
TRANSFER - CAP RESERVE FUND	\$ 10,505	\$ 10,550	\$ 1,400	\$ 1,400	\$ 1,400
<b>Operations Total</b>	<b>\$ 142,807</b>	<b>\$ 145,692</b>	<b>\$ 181,924</b>	<b>\$ 163,024</b>	<b>\$ 163,024</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 459,247</b>	<b>\$ 458,491</b>	<b>\$ 486,670</b>	<b>\$ 466,274</b>	<b>\$ 466,274</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>City Council (000)</b>					
Mayor	1	1	1	1	1
Mayor Pro Tem	1	1	1	1	1
Council Member	3	3	3	3	3
<b>Administration (210)</b>					
City Clerk	1	1	1	1	1
Deputy City Clerk <sup>1</sup>	0	1	1	1	1
Senior Office Assistant <sup>1</sup>	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	8	8	8	8	8

<sup>1</sup>Senior Office Assistant added FY18, Reclassified FY19 to Deputy City Clerk





**STATEMENT OF PURPOSE**

To serve as a central source of information, advice, and support services for the City Council and Management Team. To promote the development and performance of staff and employees throughout the organization. To assist elected officials and other community leaders to identify, work toward, and achieve community outcomes and goals. To provide functional and operational expertise and planning for all City services. To determine citizen needs and provide responsive, equitable services to the community. To promote a culture of customer service by maintaining a consistently high level of quality staff work, operational procedures, and service delivery systems. To set an example that urges the organization and community toward experimentation, change, creative problem solving, and prompt action. To demonstrate an understanding of information technology and ensure that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access. To demonstrate a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process. To understand and value the differences among individuals and foster those values throughout the organization and community. To prepare and administer the budget and report the findings of the annual audit to City Council. To interpret financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs and compare alternative strategies. To ensure that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current. To position the organization and community for events and circumstances that are anticipated in the future. To facilitate the flow of ideas, information and understanding between and among individuals, advocating effectively in the community interest. To provide staff assistance to the Salisbury Human Relations Council. To provide staff assistance and leadership skill development to the Youth Council members. To convey ideas of information effectively to others. To demonstrate fairness, honesty, and ethical and legal awareness in all personal and professional relationships and activities.

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 549,307	\$ 606,621	\$ 642,462	\$ 642,462	\$ 642,462
PART TIME SALARIES	\$ 1,879	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 36,521	\$ 42,696	\$ 45,192	\$ 45,192	\$ 45,192
RETIREMENT	\$ 39,898	\$ 46,288	\$ 59,235	\$ 57,951	\$ 57,951
401(K) EMPLOYER CONTRIBUTION	\$ 15,793	\$ 17,757	\$ 19,274	\$ 19,274	\$ 19,274
HEALTH CARE	\$ 56,323	\$ 80,450	\$ 74,144	\$ 74,144	\$ 74,144
LIFE INSURANCE	\$ 1,191	\$ 1,481	\$ 1,605	\$ 1,590	\$ 1,590
EMP SEC INS	\$ 1,337	\$ 356	\$ 6,363	\$ 4,453	\$ 4,453
WORKERS COMPENSATION	\$ 10,500	\$ 13,500	\$ 14,100	\$ 13,500	\$ 13,500
<b>Personnel Total</b>	<b>\$ 712,749</b>	<b>\$ 809,149</b>	<b>\$ 862,375</b>	<b>\$ 858,566</b>	<b>\$ 858,566</b>
<b>Operations</b>					
MEETING EXPENSES	\$ -	\$ 1,200	\$ 2,400	\$ -	\$ -
EMPLOYEE HOLIDAY LUNCHEON	\$ 5,233	\$ -	\$ -	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 5,894	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
TRAVEL	\$ 15,356	\$ 19,090	\$ 24,500	\$ 20,500	\$ 20,500
AUTO ALLOWANCE	\$ -	\$ -	\$ 10,335	\$ 10,335	\$ 10,335
TELEPHONE	\$ 560	\$ 600	\$ 600	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 5,100	\$ 5,100	\$ 5,100
WIRELESS AIR CARDS	\$ 1,009	\$ 1,417	\$ 1,417	\$ 1,417	\$ 1,417
POSTAGE	\$ 363	\$ 250	\$ 500	\$ 500	\$ 500
ADVERTISING	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
TRAINING	\$ 11,024	\$ 17,480	\$ 18,330	\$ 18,330	\$ 18,330
COPIER CONTRACT EXPENSE	\$ 4,820	\$ 4,000	\$ 5,000	\$ 5,000	\$ 5,000
INSURANCE PREMIUMS	\$ 77,953	\$ 66,953	\$ 73,456	\$ 72,120	\$ 72,120



	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
DUES & SUBSCRIPTIONS	\$ 12,547	\$ 17,904	\$ 17,904	\$ 17,904	\$ 17,904
MISCELLANEOUS EXPENSE	\$ 10,363	\$ 6,041	\$ 6,041	\$ 6,041	\$ 6,041
LEGAL FEES	\$ 118,469	\$ 50,000	\$ 35,000	\$ 25,000	\$ 25,000
SPECIAL PROJECTS	\$ 13,201	\$ 31,000	\$ 21,000	\$ 18,500	\$ 18,500
COMMUNITY EFFORTS GROUPS	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
YOUTH COUNCIL	\$ -	\$ -	\$ 7,500	\$ 7,500	\$ 7,500
PROFESSIONAL SERVICES	\$ 11,495	\$ -	\$ 15,000	\$ 10,000	\$ 10,000
NCLM/INST OF GOV'T	\$ 28,715	\$ 30,352	\$ 30,500	\$ 32,473	\$ 32,473
HUMAN RELATIONS COUNCIL	\$ -	\$ -	\$ 5,150	\$ 5,150	\$ 5,150
COUNCIL OF GOV'T	\$ 8,164	\$ 8,300	\$ 8,300	\$ 8,300	\$ 8,300
CHAMBER OF COMM	\$ 11,739	\$ 12,000	\$ 12,200	\$ 12,200	\$ 12,200
TRANSFER - CAP RESERVE FUND	\$ 1,700	\$ 2,100	\$ 2,850	\$ 2,850	\$ 2,850
<b>Operations Total</b>	<b>\$ 338,603</b>	<b>\$ 274,187</b>	<b>\$ 318,583</b>	<b>\$ 294,720</b>	<b>\$ 294,720</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,051,352</b>	<b>\$ 1,083,336</b>	<b>\$ 1,180,958</b>	<b>\$ 1,153,286</b>	<b>\$ 1,153,286</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Administration (000)</b>					
City Manager	1	1	1	1	1
Assistant City Manager <sup>1</sup>	2	1	1	1	1
City Attorney <sup>1</sup>	0	1	1	1	1
Human Relations Manager <sup>2</sup>	1	1	1	1	1
Deputy Clerk/Assist. to City Manager <sup>3</sup>	1	1	0	0	0
Administrative Services Director <sup>3</sup>	0	0	1	1	1
Administrative Specialist <sup>4</sup>	0	0	1	1	1
Senior Office Assistant <sup>4</sup>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

<sup>1</sup>Position reclassified

<sup>2</sup>Position reclassified from Human Resources Analyst I/II (423) and moved

<sup>3</sup>Position reclassified

<sup>4</sup>Position reclassified

**STATEMENT OF PURPOSE**

To serve as the central source of City information by providing a singular voice and facilitating creative communication solutions for the City of Salisbury. To provide professional, timely, and accurate information, marketing and communication services to the citizens of Salisbury, and in some instances, Rowan County. To assist in the coordination of internal communications to all City employees. To manage and coordinate the City of Salisbury websites, media relations, social media, crisis communications, television services, and print communications. To implement goals and special projects as assigned by the City Council and City Manager.

**PERFORMANCE GOALS**

1. Promote the City's programs and highlight accomplishments through Salisbury NOW, The Lamplighter newsletter, social media, City websites, ACCESS16, and word of mouth.
2. Manage City of Salisbury brand and marketing communications standards to ensure compliance by City employees, contractors and appointees.
3. Maintain the City social media and mass notification presence and monitor content:
  - Explore up-to-date social media initiatives in an effort to share more City content and to inform the public of significant City events and notifications.
  - Continue to post relevant notifications and content to the official City of Salisbury Nextdoor.com platform.
  - Continue to utilize Nixle to send important alerts and updates to residents and City employees.
  - Increase the official City of Salisbury Facebook likes by 20 percent by the end of the fiscal year.
  - Increase the official City of Salisbury Instagram likes by 50 percent by the end of the fiscal year.
  - Increase the official City of Salisbury Twitter followers by 10 percent by the end of the fiscal year.
  - Monitor inappropriate content posted by posters and employees and forward inappropriate employee content to appropriate contacts.
4. Continue to write, distribute, and increase engagement of residents through The Lamplighter newsletter.
5. Continue to develop Salisbury NOW television show into a premiere, award-winning, local government channel.
6. Research and complete the new Salisbury Employee Portal.
7. Maintain and/or upgrade the City's television station equipment as needed.
8. Design, maintain, and post/air content on the internal employee monitors, EMTV.
9. Support internal City departments and City Council with crisis communications as needed:
  - Manage crisis communications situations as needed.
  - Support departments in emergency and/or urgent situations.
  - Draft talking points and Q and A's as needed in emergency or controversial situations.
  - Develop and manage press conferences as necessary for crisis or emergency events.
10. Set up, record, live tweet, and live stream Salisbury City Council meetings:
  - Prepare recorded meetings for viewing as soon as possible on ACCESS16.
  - Live tweet City Council meetings while in progress.
  - Maintain and/or upgrade audio/visual equipment in City Council Chambers as determined by the replacement schedule.

**PERFORMANCE MEASURES**

	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
Social Media Engagement % Increase	60% FB 40% Twitter	45% FB 2% Twitter	20% FB 10%Twitter
Video Programming Viewership Increase	N/A	N/A	25%
Departments Supported	13	12	12

### BUDGET REQUEST

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 217,352	\$ 256,680	\$ 269,200	\$ 269,200	\$ 269,200
FICA TAX	\$ 15,901	\$ 19,555	\$ 20,593	\$ 20,593	\$ 20,593
RETIREMENT	\$ 16,244	\$ 19,991	\$ 24,821	\$ 24,281	\$ 24,281
401(K) EMPLOYER CONTRIBUTION	\$ 6,428	\$ 7,670	\$ 8,077	\$ 8,077	\$ 8,077
HEALTH CARE	\$ 30,143	\$ 40,206	\$ 38,401	\$ 38,401	\$ 38,401
LIFE INSURANCE	\$ 516	\$ 638	\$ 673	\$ 667	\$ 667
EMP SEC INS	\$ 679	\$ 155	\$ 2,666	\$ 1,867	\$ 1,867
WORKERS COMPENSATION	\$ 6,300	\$ 9,000	\$ 9,400	\$ 9,000	\$ 9,000
<b>Personnel Total</b>	<b>\$ 293,564</b>	<b>\$ 353,895</b>	<b>\$ 373,831</b>	<b>\$ 372,086</b>	<b>\$ 372,086</b>
<b>Operations</b>					
DEPARTMENT SUPPLIES	\$ 2,622	\$ 3,050	\$ 3,660	\$ 3,160	\$ 3,160
TRAVEL	\$ 3,703	\$ 4,200	\$ 4,450	\$ 4,450	\$ 4,450
TELEPHONE	\$ 81	\$ 89	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,344	\$ 1,344	\$ 1,344
WIRELESS AIR CARDS	\$ 456	\$ 480	\$ -	\$ -	\$ -
POSTAGE	\$ 150	\$ 250	\$ 250	\$ 150	\$ 150
MAINT EQUIPMENT	\$ 1	\$ -	\$ -	\$ -	\$ -
ADVERTISING	\$ 12,984	\$ 10,480	\$ 16,820	\$ 10,820	\$ 10,820
TRAINING	\$ 1,721	\$ 4,475	\$ 5,490	\$ 5,390	\$ 5,390
COPIER CONTRACT EXPENSE	\$ 1,501	\$ 2,300	\$ 2,550	\$ 2,550	\$ 2,550
DUES & SUBSCRIPTIONS	\$ 6,795	\$ 5,675	\$ 6,036	\$ 6,036	\$ 6,036
GOVERNMENT ACCESS CHANNEL	\$ 2,946	\$ 3,900	\$ 5,150	\$ 3,150	\$ 3,150
PROFESSIONAL SERVICES	\$ 57,456	\$ 57,800	\$ 60,080	\$ 56,600	\$ 56,600
TRANSFER - CAP RESERVE FUND	\$ 11,615	\$ 5,845	\$ 6,420	\$ 6,420	\$ 6,420
<b>Operations Total</b>	<b>\$ 102,029</b>	<b>\$ 98,544</b>	<b>\$ 112,250</b>	<b>\$ 100,070</b>	<b>\$ 100,070</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 395,593</b>	<b>\$ 452,439</b>	<b>\$ 486,081</b>	<b>\$ 472,156</b>	<b>\$ 472,156</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Public Information (203)</b>					
Public Information Director	1	1	1	1	1
Communications Specialist	0	1	1	1	1
<b>Access 16 (204)</b>					
Systems Analyst	1	1	1	1	1
<b>Web &amp; System Media (205)</b>					
Web/Marketing Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

### STATEMENT OF PURPOSE

To provide a centralized source of support and assistance to the City related to its need for the management of Human Resources. Specific functions include providing general personnel administration, recruitment and selection, training and development, health and wellness, employee relations, compensation and benefits administration and a City-wide customer service program through SWAY. To provide Risk Management services for the City that includes safety, liability insurance management, worker's compensation, OSHA compliance, and third party claims against the City. To implement goals and special projects as assigned by City Council.

### PERFORMANCE GOALS

1. Implement City Council level goals.
2. Research, develop, and implement Human Resources systems consistent with elements of a high performance organization.
3. Update compensation plan periodically to attract and retain top talent.
4. Develop relationships and partnerships with the community in order to enhance recruitment efforts.
5. Implement an internship program with schools and colleges/universities.
6. Establish health insurance savings strategies and wellness initiatives.
7. Promote work-life balance and wellness.
8. Continue to provide courses, workshops, and training to further develop human capital through Salisbury University.
9. Research and invest in professional development programs.
10. Continue to identify and establish employee appreciation efforts through the City-wide customer service program, SWAY.
11. Continue to maintain a secure web-based human resources information system.
12. Continue to provide employee self-service through the human resources information system, MUNIS.
13. Continue to support the applicant tracking software program, MUNIS.
14. Participate in surveys and benchmarking studies.
15. Identify Human Resources measures of effectiveness and efficiency.
16. Provide Risk Management programs.



**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Human Resources (000)</b>			
<b>Workload</b>			
Position Applications Reviewed	1,885	1,900	1,950
Full-Time Employees in Organization (all funds)	448	449	442
Position Requisitions Received from Departments	92	95	98
<b>Effectiveness</b>			
Percent of Applicants Placed (Internal)	18.4%	18.0%	18.5%
Percent of Applicants Placed (External)	81.6%	82.0%	81.5%
Organization-wide Turnover Rate	13.62%	15.00%	14.00%
<b>Risk Management (201)</b>			
<b>Workload</b>			
Number of Workers Compensation Claims Filed	58	40	35
Number of Third-Party Insurance Claims Filed	4	15	15
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120
<b>Efficiency</b>			
Cost Per Negotiated Workers Compensation Claim	\$ 4,200	\$ 3,000	\$ 3,000
Cost Per Negotiated Insurance Claim	\$ 1,500	\$ 2,000	\$ 2,000
Cost of all OSHA Imposed Fines & Penalties	\$ -	\$ -	\$ -
<b>Effectiveness</b>			
Workers Compensation Cases Negotiated Per Case Filed	0%	0%	0%
Third Party Insurance Claims Negotiated Per Claim Filed	4%	4%	5%
OSHA Fine Totals Per Self-Initiated OSHA Inspection	\$ -	\$ -	\$ -

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY19-20</b>	<b>FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 357,303	\$ 396,214	\$ 394,962	\$ 394,962	\$ 394,962
OVERTIME SALARIES	\$ 1,033	\$ 250	\$ 250	\$ 250	\$ 250
PART TIME SALARIES	\$ 399	\$ -	\$ -	\$ -	\$ -
LEO SEPARATION ALLOWANCE	\$ 16	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 26,470	\$ 30,134	\$ 30,234	\$ 30,234	\$ 30,234
RETIREMENT	\$ 26,715	\$ 30,804	\$ 36,440	\$ 35,650	\$ 35,650
401K-SWORN LAW	\$ 9	\$ -	\$ -	\$ -	\$ -
401(K) EMPLOYER CONTRIBUTION	\$ 10,569	\$ 11,817	\$ 11,857	\$ 11,857	\$ 11,857
HEALTH CARE	\$ 52,941	\$ 53,225	\$ 49,355	\$ 49,355	\$ 49,355
LIFE INSURANCE	\$ 773	\$ 985	\$ 986	\$ 978	\$ 978
EMP SEC INS	\$ 375	\$ 237	\$ 3,911	\$ 2,738	\$ 2,738
WORKERS COMPENSATION	\$ 14,700	\$ 13,500	\$ 14,100	\$ 13,500	\$ 13,500
<b>Personnel Total</b>	<b>\$ 491,302</b>	<b>\$ 537,166</b>	<b>\$ 542,095</b>	<b>\$ 539,524</b>	<b>\$ 539,524</b>

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
EMPLOYEE RECOGNITION	\$ 1,710	\$ 2,500	\$ 2,500	\$ 1,500	\$ 1,500
SAFETY PROGRAM	\$ 1,825	\$ 4,000	\$ 4,000	\$ 2,500	\$ 2,500
SAFETY AWARDS	\$ -	\$ 4,000	\$ 4,000	\$ 2,500	\$ 2,500
GAS & OIL	\$ 153	\$ 222	\$ 234	\$ 162	\$ 162
DEPARTMENT SUPPLIES	\$ 6,836	\$ 4,000	\$ 7,700	\$ 5,700	\$ 5,700
TRAVEL	\$ 1,739	\$ 3,000	\$ 7,500	\$ 5,500	\$ 5,500
TELEPHONE	\$ 510	\$ 564	\$ 564	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 2,868	\$ 2,868	\$ 2,868
WIRELESS AIR CARDS	\$ 473	\$ 480	\$ 480	\$ 480	\$ 480
POSTAGE	\$ 1,081	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
PRINTING	\$ -	\$ 300	\$ 300	\$ 300	\$ 300
MAINT AUTO	\$ 240	\$ 140	\$ 140	\$ 140	\$ 140
ADVERTISING	\$ 8,931	\$ 4,000	\$ 8,900	\$ 4,500	\$ 4,500
TRAINING	\$ 8,007	\$ 11,500	\$ 20,000	\$ 15,496	\$ 15,496
EMPLOYEE TRAINING/DEV PROGRAM	\$ 32,482	\$ 30,446	\$ 45,000	\$ 25,000	\$ 25,000
COPIER CONTRACT EXPENSE	\$ 6,596	\$ 7,500	\$ 7,400	\$ 7,400	\$ 7,400
INSURANCE PREMIUMS	\$ 28,065	\$ 32,830	\$ 36,107	\$ 35,451	\$ 35,451
DUES & SUBSCRIPTIONS	\$ 5,340	\$ 2,250	\$ 4,800	\$ 4,800	\$ 4,800
MISCELLANEOUS EXPENSE	\$ 4,708	\$ 4,500	\$ 500	\$ 500	\$ 500
CONTRACTED SERVICES	\$ 3,950	\$ 8,000	\$ 12,000	\$ 5,000	\$ 5,000
EMPLOYEE ASSISTANCE PROGRAM	\$ 6,180	\$ 6,252	\$ 6,319	\$ 6,319	\$ 6,319
RETIREE HEALTH INSURANCE	\$ 580,209	\$ 632,055	\$ 668,652	\$ 668,652	\$ 668,652
YOUTH COUNCIL	\$ 7,552	\$ 7,500	\$ 7,500	\$ -	\$ -
WELLNESS PROGRAM	\$ 12,008	\$ 7,000	\$ 8,000	\$ 7,000	\$ 7,000
ATTRACT/RETAIN STRATEGIES	\$ 3,726	\$ 3,800	\$ 3,000	\$ 2,000	\$ 2,000
DIVERSITY RECRUIT STRATEGIES	\$ 4,342	\$ 2,500	\$ 3,500	\$ 2,000	\$ 2,000
SWAY	\$ 16,990	\$ 20,700	\$ 30,000	\$ 20,700	\$ 20,700
PROFESSIONAL SERVICES	\$ 23,537	\$ 16,000	\$ 20,000	\$ 20,000	\$ 20,000
BACKGROUND INVESTIGATIONS	\$ 746	\$ 3,000	\$ 4,500	\$ 2,500	\$ 2,500
HUMAN RELATIONS COUNCIL	\$ 5,214	\$ 5,150	\$ 5,150	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 4,020	\$ 6,045	\$ 4,845	\$ 4,845	\$ 4,845
<b>Operations Total</b>	<b>\$ 777,168</b>	<b>\$ 831,234</b>	<b>\$ 927,459</b>	<b>\$ 854,813</b>	<b>\$ 854,813</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,268,470</b>	<b>\$ 1,368,400</b>	<b>\$ 1,469,554</b>	<b>\$ 1,394,337</b>	<b>\$ 1,394,337</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Human Resources (000)</b>					
Human Resources Director	1	1	1	1	1
Human Resources Analyst I/II <sup>1</sup>	4	3	3	3	3
Administration Specialist	1	1	1	1	1
<b>Risk Management (201)</b>					
Risk Manager	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

<sup>1</sup>Position reclassified to Human Relations Manager and moved to Administration (421)

**STATEMENT OF PURPOSE**

To increase the efficiency and effectiveness of the City of Salisbury's information technology services and support. Provide excellent customer service in areas utilizing networks, desktops, application development, telephones, and project management. Provide resources that enable consistent data and communications access to every City employee that meet defined needs, schedules, and budgets, ensuring that City staff can efficiently and seamlessly perform their duties for the citizens of the City of Salisbury.

**PERFORMANCE GOALS**

1. Maintain IT support for all departments within the City of Salisbury.
2. Maintain all software, software support, and hardware support contracts.
3. Upgrade and replace equipment as dictated by the capital replacement schedule.
4. Coordinate scheduled maintenance and upgrades.
5. Monitor all network activity and mitigate any risks.
6. Identify areas within departments where IT can provide solutions.
7. Identify and reduce unnecessary technology expenditures.
8. Implement policies and procedures concerning the use of City technology.

**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Number of Computers Directly Supported	463	450	450
Total Number of IT Helpdesk Requests Received	1,595	1,800	1,800
Number of Remote Sites Supported	47	47	47
Number of Telephones Supported	380	365	365
<b>Efficiency</b>			
Number of PCs Supported Per Analyst	116	113	113
<b>Effectiveness</b>			
Average Annual Network Availability*	99.9%	99.9%	99.9%
Percent IT Helpdesk Requests Closed < One Day	65.6%	65.2%	65.0%

\*Estimate - Designed to demonstrate network reliability

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY19-20</b>	<b>FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 360,136	\$ 470,810	\$ 497,528	\$ 497,528	\$ 497,528
OVERTIME SALARIES	\$ 327	\$ -	\$ -	\$ -	\$ -
PART TIME SALARIES	\$ 24,691	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 27,122	\$ 35,926	\$ 38,059	\$ 38,059	\$ 38,059
RETIREMENT	\$ 26,869	\$ 36,725	\$ 45,871	\$ 44,877	\$ 44,877
401(K) EMPLOYER CONTRIBUTION	\$ 10,635	\$ 14,091	\$ 14,926	\$ 14,926	\$ 14,926
HEALTH CARE	\$ 48,677	\$ 79,097	\$ 79,734	\$ 79,734	\$ 79,734
LIFE INSURANCE	\$ 837	\$ 1,175	\$ 1,242	\$ 1,232	\$ 1,232
EMP SEC INS	\$ 920	\$ 288	\$ 4,928	\$ 3,450	\$ 3,450
WORKERS COMPENSATION	\$ 14,700	\$ 15,750	\$ 16,450	\$ 15,750	\$ 15,750
<b>Personnel Total</b>	<b>\$ 514,913</b>	<b>\$ 653,862</b>	<b>\$ 698,738</b>	<b>\$ 695,556</b>	<b>\$ 695,556</b>

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
UNIFORMS	\$ -	\$ 900	\$ 1,100	\$ 1,000	\$ 1,000
EXPENDABLE EQUIPMENT	\$ 4,399	\$ 1,363	\$ 2,500	\$ 1,500	\$ 1,500
GAS & OIL	\$ 717	\$ 464	\$ 775	\$ 992	\$ 992
DEPARTMENT SUPPLIES	\$ 3,356	\$ 3,000	\$ 3,000	\$ 2,600	\$ 2,600
TRAVEL	\$ 684	\$ 1,500	\$ 1,500	\$ 1,263	\$ 1,263
TELEPHONE	\$ 188	\$ 205	\$ -	\$ 18,535	\$ 18,535
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,800	\$ 1,800	\$ 1,800
WIRELESS AIR CARDS	\$ 557	\$ 960	\$ 960	\$ 960	\$ 960
POSTAGE	\$ 64	\$ 260	\$ 260	\$ 260	\$ 260
MAINT COMPUTER	\$ 33,782	\$ 54,051	\$ 102,333	\$ 67,264	\$ 67,264
MAINT CMPT SOFTWARE	\$ 562,994	\$ 629,618	\$ 668,027	\$ 633,367	\$ 633,367
MAINT AUTO	\$ 459	\$ 580	\$ 580	\$ 580	\$ 580
TRAINING	\$ 4,320	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500
COPIER CONTRACT EXPENSE	\$ 1,241	\$ 1,500	\$ 1,300	\$ 1,300	\$ 1,300
INSURANCE PREMIUMS	\$ 24,724	\$ 26,894	\$ 29,573	\$ 29,035	\$ 29,035
MISCELLANEOUS EXPENSE	\$ 113	\$ 400	\$ 400	\$ 400	\$ 400
INTERNET BACKBONE FEE	\$ -	\$ -	\$ 116,400	\$ 33,276	\$ 33,276
CONTRACTED SERVICES	\$ 1,419	\$ 1,059	\$ 5,000	\$ -	\$ -
PROFESSIONAL SERVICES	\$ -	\$ 9,800	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 67,528	\$ 63,736	\$ 37,640	\$ 37,640	\$ 37,640
<b>Operations Total</b>	<b>\$ 706,546</b>	<b>\$ 801,790</b>	<b>\$ 978,648</b>	<b>\$ 837,272</b>	<b>\$ 837,272</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 6,376	\$ -	\$ 11,940	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 6,376</b>	<b>\$ -</b>	<b>\$ 11,940</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,227,835</b>	<b>\$ 1,455,652</b>	<b>\$ 1,689,326</b>	<b>\$ 1,532,828</b>	<b>\$ 1,532,828</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Administration (000)</b>					
Administrative Specialist <sup>1</sup>	1	1	0	0	0
<b>Operations (151)</b>					
Administrative Specialist <sup>1</sup>	0	0	1	1	1
IT Network Manager	1	1	1	1	1
Installation Technician	1	1	1	1	1
Systems Analyst I/II/Sr.	3	3	3	3	3
Network Administrator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup>Position moved

### CAPITAL OUTLAY

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
Phone System Upgrade	\$ 11,940	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 11,940</b>	<b>\$ -</b>	<b>\$ -</b>



### STATEMENT OF PURPOSE

To provide fiscal and business services to support the operations of the City. To provide a centralized source of procedures, information, and support related to the purchase and/or lease of supplies, materials, equipment, and contractual services for the City, and to manage and maintain a system of fixed asset identification, reporting, and accountability. Included in Financial Services is Business and Financial Services Administration, Accounting, Budget, Debt Management, Performance Management, and Investment Activities.

### PERFORMANCE GOALS

1. Continue departmental education and training on use of the City's financial systems.
2. Continue participation in the Performance Measurement/Benchmarking Project.
3. Participate in the GFOA's Certificate of Achievement for Financial Reporting Excellence program.
4. Participate in the GFOA's Distinguished Budget Presentation Award.
5. Continue to evaluate existing purchasing policies and procedures with emphasis on reducing acquisition time and paperwork.
6. Continue to seek methods of improved fixed asset accountability.
7. Continue to offer quarterly training classes in purchasing policies and procedures to include new employees and employees promoted to positions requiring purchasing knowledge.
8. Manage the investment activities for idle cash.
9. Manage efforts to implement the new financial software system, MUNIS.

### PERFORMANCE MEASURES

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Accounting</b>			
<b>Workload</b>			
Number of Checks Issued	4,145	4,359	4,500
Number of ACH Transactions (Payroll and A/P)	14,616	16,000	16,000
Number of Journal Entries	746	800	800
<b>Effectiveness</b>			
Percent of Checks Processed Without Error	99%	99%	99%
Percent of ACH Transactions Processed Without Error	99%	99%	99%
<b>Purchasing</b>			
<b>Workload</b>			
Number of Purchase Orders Fulfilled	830	870	880
Number of Procurement Card Transactions	11,472	11,968	12,000
Number of Contracts Reviewed	81	80	80
<b>Effectiveness</b>			
Percent of POs Completed Without Error	96%	97%	97%
Procurement Card Error Rate	2%	2%	2%

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 603,538	\$ 692,558	\$ 723,222	\$ 723,222	\$ 723,222
OVERTIME SALARIES	\$ 1,272	\$ 250	\$ 1,500	\$ 250	\$ 250
PART TIME SALARIES	\$ 13,316	\$ 12,667	\$ 12,716	\$ 12,716	\$ 12,716
FICA TAX	\$ 43,916	\$ 53,820	\$ 56,416	\$ 56,320	\$ 56,320
RETIREMENT	\$ 45,147	\$ 53,838	\$ 66,818	\$ 65,258	\$ 65,258
401(K) EMPLOYER CONTRIBUTION	\$ 17,871	\$ 20,654	\$ 21,742	\$ 21,705	\$ 21,705
HEALTH CARE	\$ 91,032	\$ 116,884	\$ 113,911	\$ 113,911	\$ 113,911
LIFE INSURANCE	\$ 1,305	\$ 1,719	\$ 1,805	\$ 1,790	\$ 1,790
EMP SEC INS	\$ 2,659	\$ 421	\$ 7,289	\$ 5,102	\$ 5,102
WORKERS COMPENSATION	\$ 25,200	\$ 27,000	\$ 28,200	\$ 27,000	\$ 27,000
<b>Personnel Total</b>	<b>\$ 845,255</b>	<b>\$ 979,811</b>	<b>\$ 1,033,619</b>	<b>\$ 1,027,274</b>	<b>\$ 1,027,274</b>
<b>Operations</b>					
GAS & OIL	\$ 492	\$ 489	\$ 725	\$ 610	\$ 610
DEPARTMENT SUPPLIES	\$ 6,413	\$ 8,893	\$ 6,000	\$ 6,000	\$ 6,000
COMPUTER SUPPLIES	\$ 364	\$ 400	\$ 400	\$ 400	\$ 400
TRAVEL	\$ 6,214	\$ 10,760	\$ 17,050	\$ 12,450	\$ 12,450
AUTO ALLOWANCE	\$ -	\$ -	\$ 2,584	\$ 2,584	\$ 2,584
TELEPHONE	\$ 242	\$ 275	\$ 506	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,968	\$ 1,968	\$ 1,968
WIRELESS AIR CARDS	\$ 456	\$ 457	\$ 457	\$ 457	\$ 457
POSTAGE	\$ 2,103	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400
MAINT AUTO	\$ 1,222	\$ 400	\$ 400	\$ 400	\$ 400
TRAINING	\$ 3,496	\$ 7,250	\$ 12,125	\$ 7,963	\$ 7,963
COPIER CONTRACT EXPENSE	\$ 3,624	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
INSURANCE PREMIUMS	\$ 188	\$ 198	\$ 215	\$ 211	\$ 211
DUES & SUBSCRIPTIONS	\$ 4,707	\$ 3,485	\$ 4,050	\$ 4,050	\$ 4,050
MISCELLANEOUS EXPENSE	\$ 2,624	\$ 275	\$ 275	\$ -	\$ -
AUDITING CONTRACT	\$ 32,600	\$ 33,300	\$ 33,500	\$ 33,500	\$ 33,500
TAX COLLECTION FEES	\$ 207,214	\$ 195,000	\$ 220,000	\$ 220,000	\$ 220,000
SPECIAL PROJECTS	\$ -	\$ 350,000	\$ 130,000	\$ 50,000	\$ 50,000
CONTRACTED SERVICES	\$ 23,798	\$ 16,800	\$ 23,100	\$ 20,100	\$ 20,100
PERFORMANCE MEASUREMENT	\$ 18,500	\$ -	\$ 10,400	\$ 8,900	\$ 8,900
PROFESSIONAL SERVICES	\$ 1,971	\$ 7,400	\$ 7,600	\$ 7,600	\$ 7,600
TRANSFER - CAP RESERVE FUND	\$ 3,300	\$ 450	\$ 7,600	\$ 7,600	\$ 7,600
<b>Operations Total</b>	<b>\$ 319,527</b>	<b>\$ 642,232</b>	<b>\$ 485,355</b>	<b>\$ 391,193</b>	<b>\$ 391,193</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,164,782</b>	<b>\$ 1,622,043</b>	<b>\$ 1,518,974</b>	<b>\$ 1,418,467</b>	<b>\$ 1,418,467</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Finance Director	1	1	1	1	1
Budget & Performance Manager <sup>1</sup>	1	1	0	0	0
Budget & Performance Analyst	1	1	1	1	1
Management Analyst/Sr. <sup>1</sup>	2	2	4	4	4
Finance Specialist <sup>1</sup>	1	1	0	0	0
Finance Manager	1	1	1	1	1
Accountant I/II	1	1	1	1	1
Account Clerk I/II <sup>2</sup>	2	2	0	0	0
Accounting Technician I/II <sup>2</sup>	0	0	2	2	2
Mail Coordinator (TPT)	1	1	1	1	1
Purchasing Coordinator <sup>3</sup>	0	0	1	1	1
Purchasing Manager <sup>3</sup>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	12	12	12	12	12

<sup>1</sup>Positions reclassified

<sup>2</sup>Position reclassified

<sup>3</sup>Position reclassified



## STATEMENT OF PURPOSE

To provide management of billing, collections and customer fulfillment to the consumers and citizens of the City of Salisbury's water and sewer utility, garbage, recycling, storm water, and other City services.

## PERFORMANCE GOALS

1. Continue to improve the collection process to reduce past due balances by continuing the execution of the 30 day cutoff cycle.
2. Collect accurate customer data to ensure proper billings of municipal services from the start of service
3. Promote and assist business and residential customer sign-up for the free "Eye on Water" customer portal that monitors water usage, provides notification for 24 hour usage and promotes conservation
4. Partner with other divisions across the city to ensure that account information is accurate and synergistic.
5. Foster an atmosphere of excellence through ongoing customer service, communications, and technical training for a deeper understanding and knowledge of the utilities business.
6. Implement a new software system for utility billing with Tyler Technologies/MUNIS.

## PERFORMANCE MEASURES

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Number of Utility Bills Generated	248,314	247,800	247,500
Number of Teller Transactions (Payments)	57,051	57,000	56,500
Number of Non-Teller Transactions (Online, IVR, Lockbox)	171,561	170,000	169,500
<b>Effectiveness</b>			
Percent of Utility Bills Mailed Without Error	99.8%	99.9%	99.9%

## BUDGET REQUEST

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY19-20</b>	<b>FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 301,099	\$ 297,431	\$ 285,005	\$ 285,005	\$ 285,005
OVERTIME SALARIES	\$ -	\$ -	\$ 5,000	\$ -	\$ -
PART TIME SALARIES	\$ 13,081	\$ 20,852	\$ 15,895	\$ 15,895	\$ 15,895
FICA TAX	\$ 22,339	\$ 24,349	\$ 23,401	\$ 23,019	\$ 23,019
RETIREMENT	\$ 22,633	\$ 23,259	\$ 26,737	\$ 25,708	\$ 25,708
401(K) EMPLOYER CONTRIBUTION	\$ 8,959	\$ 8,925	\$ 8,701	\$ 8,551	\$ 8,551
HEALTH CARE	\$ 76,992	\$ 79,537	\$ 88,500	\$ 81,940	\$ 81,940
LIFE INSURANCE	\$ 1,437	\$ 743	\$ 713	\$ 707	\$ 707
EMP SEC INS	\$ 1,236	\$ 191	\$ 2,990	\$ 2,094	\$ 2,094
WORKERS COMPENSATION	\$ 23,100	\$ 23,192	\$ 21,150	\$ 20,250	\$ 20,250
<b>Personnel Total</b>	<b>\$ 470,877</b>	<b>\$ 478,479</b>	<b>\$ 478,092</b>	<b>\$ 463,169</b>	<b>\$ 463,169</b>

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
UNIFORMS	\$ 516	\$ 1,175	\$ -	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 2,991	\$ 2,300	\$ 2,300	\$ 2,300	\$ 2,300
TRAVEL	\$ 713	\$ 1,000	\$ 3,500	\$ 2,000	\$ 2,000
TELEPHONE	\$ 134	\$ 144	\$ 288	\$ -	\$ -
TRAINING	\$ 4,915	\$ 1,180	\$ 4,000	\$ 2,377	\$ 2,377
COPIER CONTRACT EXPENSE	\$ 2,118	\$ 2,500	\$ 2,000	\$ 2,000	\$ 2,000
DUES & SUBSCRIPTIONS	\$ 95	\$ 246	\$ -	\$ -	\$ -
MISCELLANEOUS EXPENSE	\$ -	\$ 276	\$ -	\$ -	\$ -
CONTRACTED SERVICES	\$ 286	\$ -	\$ 1,200	\$ 1,200	\$ 1,200
PROFESSIONAL SERVICES	\$ 196	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 5,100	\$ 5,600	\$ 1,050	\$ 1,050	\$ 1,050
<b>Operations Total</b>	<b>\$ 17,065</b>	<b>\$ 14,421</b>	<b>\$ 14,338</b>	<b>\$ 10,927</b>	<b>\$ 10,927</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 487,942</b>	<b>\$ 492,900</b>	<b>\$ 492,430</b>	<b>\$ 474,096</b>	<b>\$ 474,096</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Customer Service Manager	1	1	1	1	1
Customer Service Clerk <sup>1</sup>	8	8	7	7	7
Customer Service Clerk (TPT) <sup>2</sup>	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	11	11	9	9	9

<sup>1</sup>Position reclassified to Administration Specialist and moved to Downtown Salisbury Inc (496)

<sup>2</sup>Position eliminated

**STATEMENT OF PURPOSE**

Planning and Community Development coordinates long-range planning that identifies place-making opportunities to strengthen neighborhoods, enhance transportation corridors, and improve the economic vitality of the downtown.

**PERFORMANCE GOALS**

1. To engage citizens, neighborhoods, downtown representatives, other public/government entities, businesses, and non-profit organizations in visioning and planning:
  - Salisbury Comprehensive Plan (update Vision 2020).
  - Brownfield redevelopment planning for Kesler Mill and other sites.
  - Facilitate the work of the Public Art Committee, Community Appearance Commission, and Historic Preservation Commission.
2. To carry out adopted plans and special projects that add value and permanence to downtown, transportation corridors, and neighborhoods:
  - Dixonville-Lincoln Memorial Project.
  - Further development of the Fisher St. Entertainment District to support the new Bell Tower Green park project.
  - Sculpture Show / History & Art Trail.
  - BlockWork and other community appearance initiatives.
  - Innes and Long Complete Streets Plan and the development of the Main Street design.
  - Downtown Salisbury Master Plan, West End, Eastern Gateway, Park Avenue, North Main Street, and other area plans.
3. To implement City programs along with leveraged federal, state, and local grants to revitalize the downtown and neighborhoods:
  - Façade grants, historic rehabilitation grants, and incentives to increase downtown residential development.
  - Expanded housing improvement programs.
  - Community development and affordable housing programs.

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 246,729	\$ 250,834	\$ 255,521	\$ 239,144	\$ 239,144
OVERTIME SALARIES	\$ 150	\$ 1,000	\$ -	\$ -	\$ -
FICA TAX	\$ 18,432	\$ 19,163	\$ 19,547	\$ 18,294	\$ 18,294
RETIREMENT	\$ 18,437	\$ 21,320	\$ 23,559	\$ 21,571	\$ 21,571
401(K) EMPLOYER CONTRIBUTION	\$ 7,297	\$ 7,503	\$ 7,665	\$ 7,174	\$ 7,174
HEALTH CARE	\$ 37,283	\$ 38,401	\$ 41,097	\$ 39,038	\$ 39,038
LIFE INSURANCE	\$ 601	\$ 624	\$ 640	\$ 594	\$ 594
EMP SEC INS	\$ 89	\$ 150	\$ 2,540	\$ 1,663	\$ 1,663
WORKERS COMPENSATION	\$ 8,400	\$ 9,000	\$ 9,400	\$ 9,000	\$ 9,000
<b>Personnel Total</b>	<b>\$ 337,418</b>	<b>\$ 347,995</b>	<b>\$ 359,969</b>	<b>\$ 336,478</b>	<b>\$ 336,478</b>

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
MEETING EXPENSES	\$ 583	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
EMPLOYEE RECOGNITION	\$ 3,530	\$ -	\$ -	\$ -	\$ -
CAC PROGRAMS	\$ 965	\$ 3,000	\$ 3,000	\$ 3,484	\$ 3,484
DEPARTMENT SUPPLIES	\$ 2,439	\$ 4,000	\$ 4,000	\$ 3,500	\$ 3,500
TRAVEL	\$ 940	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800
TELEPHONE	\$ 813	\$ 900	\$ 900	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,344	\$ 1,344	\$ 1,344
POSTAGE	\$ 1,221	\$ 1,200	\$ 1,000	\$ 1,000	\$ 1,000
ADVERTISING	\$ 925	\$ 8,200	\$ 1,000	\$ 1,000	\$ 1,000
TRAINING	\$ 1,664	\$ 2,584	\$ 3,000	\$ 2,800	\$ 2,800
INSURANCE PREMIUMS	\$ 349	\$ 607	\$ 668	\$ 656	\$ 656
DUES & SUBSCRIPTIONS	\$ 414	\$ 1,600	\$ 1,600	\$ 1,500	\$ 1,500
MISCELLANEOUS EXPENSE	\$ 440	\$ 1,500	\$ 1,500	\$ 1,300	\$ 1,300
SPECIAL PROJECTS	\$ 521,500	\$ 1,552,195	\$ 1,657,500	\$ 1,635,000	\$ 1,730,000
E INNES STREETSCAPE	\$ 8,411	\$ 76,037	\$ -	\$ -	\$ -
PUBLIC ART/SCULPTURE SHOW	\$ 46,717	\$ 10,000	\$ 20,000	\$ 10,000	\$ 10,000
BLOCKWORK	\$ 9,391	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
KESLER MILL	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000
PROFESSIONAL SERVICES	\$ 37,600	\$ 26,800	\$ 28,300	\$ 28,300	\$ 28,300
ACTION GRANTS	\$ 22,000	\$ 22,000	\$ 25,000	\$ 22,000	\$ 22,000
COMMUNITY APPEARANCE COMM	\$ 372	\$ 400	\$ 400	\$ 400	\$ 400
TRANSFER - CAP RESERVE FUND	\$ 5,112	\$ 4,637	\$ 4,200	\$ 4,200	\$ 4,200
<b>Operations Total</b>	<b>\$ 665,387</b>	<b>\$ 1,729,460</b>	<b>\$ 1,787,212</b>	<b>\$ 1,750,284</b>	<b>\$ 1,845,284</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,002,804</b>	<b>\$ 2,077,455</b>	<b>\$ 2,147,181</b>	<b>\$ 2,086,762</b>	<b>\$ 2,181,762</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Community Planning Services Director	1	1	1	1	1
Planner I/II/Sr/Urban Design	2	2	2	2	2
Sr. Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

**STATEMENT OF PURPOSE**

To provide funding for the City's Broadband Fund and Dark Fiber.

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Personnel Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operations</b>					
CONTRACTED SERVICES	\$ 74,643	\$ 44,338	\$ -	\$ -	\$ -
TRANSFER - FIBRANT FUND	\$ 3,217,883	\$ 3,000,000	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000
<b>Operations Total</b>	<b>\$ 3,292,526</b>	<b>\$ 3,044,338</b>	<b>\$ 2,400,000</b>	<b>\$ 2,400,000</b>	<b>\$ 2,400,000</b>
<b>Capital</b>					
	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 3,292,526</b>	<b>\$ 3,044,338</b>	<b>\$ 2,400,000</b>	<b>\$ 2,400,000</b>	<b>\$ 2,400,000</b>



**STATEMENT OF PURPOSE**

To provide citizens, builders, and developers a centralized source of information, permitting, licensing, and enforcement services through planning & zoning, permitting, and inspections. To provide Planning Board, Board of Adjustment, Historic Preservation Commission, Alternate Methods of Design Commission, Technical Review Commission, and City Council board support through a centralized development and code services shop.

**PERFORMANCE GOALS**

Continue providing a One Stop Development Shop at the City Office Building by being the ‘front door’ for all development proposals within our jurisdictional limits.

1. In coordination with all federal, state, county, and city development process partners, continue to provide excellent customer service to all members of the general public in securing the appropriate permits, licensing, and requisite approvals.
2. Continue to administer, review, and modify when necessary the Land Development Ordinance and Historic District Guidelines.
3. Continue to perform field inspections to ensure compliance with various codes and ordinances.
4. Continue to coordinate with Rowan County to issue Certificates of Compliance/Occupancy.
5. Continue to issue Certificates of Appropriateness for new construction, renovations, and additions within the local historic districts.
6. Continue liaison staffing to the Planning Board, Board of Adjustment, and Alt. Methods of Design Commission, as well as providing appropriate training for those volunteer members.
7. Although staff liaison to the Historic Preservation Commission is housed in Planning and Community Development (491), this office assists with Certification of Appropriateness issuance, field assistance, and customer assistance.
8. Continue to monitor and improve the plan review process through text amendments or policy adjustments.
9. Continue to update and administer water/sewer permitting for Rockwell, Granite Quarry, Spencer, East Spencer, China Grove and portions of Rowan County.
10. Ensure the requirements of the backflow prevention, FOG, pretreatment, and NPDES Phase 2 Stormwater ordinances are met as required.
11. Assist with development of a comprehensive infrastructure improvement plan for downtown.
12. Continue to administer and update the City’s street address system in coordination with GIS.
13. Assist Downtown Salisbury, Inc. (DSI) in implementation of the Downtown Master Plan.
14. Support and partner with Rowan County in seeking improvements to the development review process.
15. Identify additional opportunities to improve pre-submittal plan review process.
16. Adopt standards and ordinances that support implementation of Vision 2020.

**PERFORMANCE MEASURES**

	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
<b>Workload</b>			
Rezoning Requests Processed	7	10	10
Number of New Businesses Issued 'Business Registry Permits'	29	30	30
<b>Efficiency</b>			
Average Number of Processing Days Per Rezoning Request	45	45	45
<b>Effectiveness</b>			
Percent of Rezoning Requests Approved as Presented	90%	90%	90%

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 180,082	\$ 186,303	\$ 221,126	\$ 221,126	\$ 221,126
PART TIME SALARIES	\$ 253	\$ 3,500	\$ -	\$ -	\$ -
FICA TAX	\$ 12,960	\$ 14,583	\$ 16,917	\$ 16,917	\$ 16,917
RETIREMENT	\$ 13,448	\$ 14,909	\$ 20,387	\$ 19,945	\$ 19,945
401(K) EMPLOYER CONTRIBUTION	\$ 5,323	\$ 5,719	\$ 6,633	\$ 6,633	\$ 6,633
HEALTH CARE	\$ 27,897	\$ 38,401	\$ 41,097	\$ 39,038	\$ 39,038
LIFE INSURANCE	\$ 393	\$ 508	\$ 554	\$ 549	\$ 549
EMP SEC INS	\$ 77	\$ 122	\$ 2,196	\$ 1,537	\$ 1,537
WORKERS COMPENSATION	\$ 8,400	\$ 9,000	\$ 9,400	\$ 9,000	\$ 9,000
<b>Personnel Total</b>	<b>\$ 248,834</b>	<b>\$ 273,045</b>	<b>\$ 318,310</b>	<b>\$ 314,745</b>	<b>\$ 314,745</b>
<b>Operations</b>					
DEPARTMENT SUPPLIES	\$ 1,217	\$ 1,250	\$ 1,915	\$ 1,500	\$ 1,500
TRAVEL	\$ 1,869	\$ 2,150	\$ 2,500	\$ 2,300	\$ 2,300
TELEPHONE	\$ 188	\$ 216	\$ 416	\$ 416	\$ 416
CELL PHONE STIPEND	\$ -	\$ -	\$ 924	\$ 924	\$ 924
POSTAGE	\$ 250	\$ 500	\$ 1,000	\$ 600	\$ 600
PRINTING	\$ -	\$ 600	\$ 600	\$ 600	\$ 600
ADVERTISING	\$ 3,729	\$ 1,900	\$ 2,500	\$ 2,000	\$ 2,000
TRAINING	\$ 1,869	\$ 1,350	\$ 1,500	\$ 1,350	\$ 1,350
COPIER CONTRACT EXPENSE	\$ 4,598	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
DUES & SUBSCRIPTIONS	\$ 694	\$ 961	\$ 1,000	\$ 900	\$ 900
MISCELLANEOUS EXPENSE	\$ 292	\$ 750	\$ 750	\$ 350	\$ 350
SPECIAL PROJECTS	\$ 198,518	\$ 33,640	\$ 19,000	\$ 19,000	\$ 94,000
PROFESSIONAL SERVICES	\$ -	\$ 300	\$ 300	\$ 160	\$ 160
ECONOMIC DEV COMM	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088
TRANSFER - CAP RESERVE FUND	\$ 3,036	\$ 3,186	\$ 1,762	\$ 1,762	\$ 1,762
<b>Operations Total</b>	<b>\$ 330,348</b>	<b>\$ 165,391</b>	<b>\$ 152,755</b>	<b>\$ 150,450</b>	<b>\$ 225,450</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 579,182</b>	<b>\$ 438,436</b>	<b>\$ 471,065</b>	<b>\$ 465,195</b>	<b>\$ 540,195</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Development Services Manager	1	1	1	1	1
Development Services Coordinator	1	1	1	1	1
Senior Planner <sup>1</sup>	1	1	0	0	0
Development Services Specialist <sup>1</sup>	0	0	1	1	1
Development Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4

<sup>1</sup>Position reclassified

**STATEMENT OF PURPOSE**

To provide citizens, property owners, landlords, and business owners fair and equitable enforcement of the city's Nuisance, Minimum Housing, and Zoning ordinances in order to safeguard and maintain a clean, safe, and beautiful community. To provide assistance to law enforcement, life-safety agencies, neighborhood advocacy groups, and staff liaison to the Housing Advocacy Commission and City Council through the centralized development and code services shop.

**PERFORMANCE GOALS**

1. In coordination with all federal, state, county, and city development process partners, continue to provide excellent customer service to all members of the general public.
2. Continue to administer and enforce the Land Development Ordinance and Historic District Guidelines, as well as all Nuisance and Minimum Housing city codes.
3. Continue to perform field inspections to ensure compliance with various codes and ordinances.
4. Continue to coordinate with Rowan County and assist Development Services in the issuance of Certificates of Compliance/Occupancy.
5. Continue liaison staffing of the Housing Advocacy Commission and Neighborhood Leaders Alliance, as well as providing appropriate training for those volunteer members.
6. Continue to assist the Police Department and other law enforcement agencies with homeless camp abstraction and other special projects.
7. Assist Downtown Salisbury, Inc. (DSI) with implementation and enforcement of the Downtown Maintenance Code.
8. Continue to coordinate and assist Purchasing Manager with applicable contract services.
9. Identify additional opportunities to improve (streamline and simplify) the enforcement process while always maintaining the highest of standards and ensuring due process.

**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Total Number of Nuisance Cases Generated**	2,631	1,718	2,930
<b>Efficiency</b>			
Cost Per Nuisance Case Abated (contractor)	\$ 64	\$ 64	\$ 64
<b>Effectiveness</b>			
Percentage of Cases Corrected By Owner	83%	83%	83%

\*\* Total number of nuisance cases generated was changed to all cases created to include minimum housing and zoning cases

### BUDGET REQUEST

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 86,114	\$ 146,548	\$ 159,612	\$ 159,612	\$ 159,612
OVERTIME SALARIES	\$ 1,913	\$ 3,550	\$ -	\$ -	\$ -
FICA TAX	\$ 6,562	\$ 11,437	\$ 12,211	\$ 12,211	\$ 12,211
RETIREMENT	\$ 6,613	\$ 11,690	\$ 14,716	\$ 14,398	\$ 14,398
401(K) EMPLOYER CONTRIBUTION	\$ 2,616	\$ 4,485	\$ 4,787	\$ 4,787	\$ 4,787
HEALTH CARE	\$ 19,577	\$ 40,206	\$ 41,097	\$ 39,038	\$ 39,038
LIFE INSURANCE	\$ 158	\$ 374	\$ 399	\$ 395	\$ 395
EMP SEC INS	\$ 537	\$ 90	\$ 1,584	\$ 1,109	\$ 1,109
WORKERS COMPENSATION	\$ 8,400	\$ 9,000	\$ 9,400	\$ 9,000	\$ 9,000
<b>Personnel Total</b>	<b>\$ 132,489</b>	<b>\$ 227,380</b>	<b>\$ 243,806</b>	<b>\$ 240,550</b>	<b>\$ 240,550</b>
<b>Operations</b>					
UNIFORMS	\$ 1,320	\$ 1,000	\$ 2,000	\$ 1,500	\$ 1,500
MEETING EXPENSES	\$ 101	\$ 500	\$ 500	\$ 250	\$ 250
GAS & OIL	\$ 3,379	\$ 2,904	\$ 7,645	\$ 6,195	\$ 6,195
DEPARTMENT SUPPLIES	\$ 2,373	\$ 1,250	\$ 1,500	\$ 1,250	\$ 1,250
TRAVEL	\$ 153	\$ 1,200	\$ 1,750	\$ 1,645	\$ 1,645
TELEPHONE	\$ -	\$ -	\$ 1,224	\$ 1,224	\$ 1,224
WIRELESS AIR CARDS	\$ 1,717	\$ 1,920	\$ 1,920	\$ 1,920	\$ 1,920
POSTAGE	\$ 3,175	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750
PRINTING	\$ 394	\$ 395	\$ 800	\$ 550	\$ 550
MAINT AUTO	\$ 1,379	\$ 500	\$ 1,000	\$ 1,000	\$ 1,000
MINIMUM HOUSING	\$ 60,183	\$ 146,200	\$ 125,000	\$ 120,000	\$ 120,000
ADVERTISING	\$ 3,028	\$ 2,600	\$ 1,500	\$ 1,200	\$ 1,200
TRAINING	\$ 755	\$ 500	\$ 1,150	\$ 1,150	\$ 1,150
INSURANCE PREMIUMS	\$ 400	\$ 702	\$ 767	\$ 753	\$ 753
DUES & SUBSCRIPTIONS	\$ 60	\$ 120	\$ 120	\$ 120	\$ 120
MISCELLANEOUS EXPENSE	\$ 40	\$ -	\$ -	\$ -	\$ -
CONTRACTED SERVICES	\$ 44,848	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 9,210	\$ 9,010	\$ 4,010	\$ 4,010	\$ 4,010
<b>Operations Total</b>	<b>\$ 132,516</b>	<b>\$ 171,551</b>	<b>\$ 153,636</b>	<b>\$ 145,517</b>	<b>\$ 145,517</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 265,004</b>	<b>\$ 398,931</b>	<b>\$ 397,442</b>	<b>\$ 386,067</b>	<b>\$ 386,067</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Code Services Manager <sup>1</sup>	1	1	0	0	0
Code Services Coordinator <sup>1</sup>	1	0	1	1	1
Senior Code Enforcement Officer <sup>2</sup>	0	1	1	1	1
Code Enforcement Officer	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup>Position reclassified from Code Services Manager to Code Services Coordinator

<sup>2</sup>Department reorganization

### STATEMENT OF PURPOSE

To provide a comprehensive strategy for downtown revitalization within the Municipal Service District (MSD) using the National Main Street Center's Four-Point Approach® which includes: organization, promotion, design and economic development best practices by partnering with Downtown Salisbury, Inc. (DSI), a 501c3 non-profit organization.

### PERFORMANCE GOALS

Manage funding to create an environment that fosters overall economic development within the MSD:

1. Provide necessary technical support to implement a comprehensive downtown revitalization program.
2. Provide assistance for historic property renovation and partnerships for redevelopment.
3. Improve appearance, safety, accessibility, and cleanliness of streetscape and public space, as well as properties in downtown.
4. Positively market, advertise, and promote downtown through a variety of efforts, including cooperative advertising, special events and activities.
5. Implement comprehensive strategies for business recruitment and retention.
6. Promote current and develop new economic incentive tools to spur private investment.
7. Update and promote downtown Master Plan to attract and increase private investment and increase property values in downtown.
8. Increase utilization of the 501(c)(3) organization for development alternatives.
9. Provide business education & property development assistance to existing businesses and businesses locating or expanding in the MSD.
10. Expand community involvement in downtown activities through social media, e-newsletters, press releases, promotions, special events, and community activities.

### BUDGET REQUEST

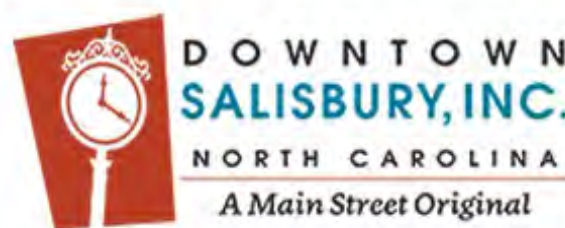
	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 126,701	\$ 149,848	\$ 171,566	\$ 171,566	\$ 171,566
PART TIME SALARIES	\$ 6,755	\$ 4,291	\$ -	\$ -	\$ -
LEO SEPARATION ALLOWANCE	\$ -	\$ 21	\$ -	\$ -	\$ -
FICA TAX	\$ 9,837	\$ 11,640	\$ 13,125	\$ 13,125	\$ 13,125
RETIREMENT	\$ 7,753	\$ 11,899	\$ 15,818	\$ 15,476	\$ 15,476
401K-SWORN LAW	\$ -	\$ 12	\$ -	\$ -	\$ -
401(K) EMPLOYER CONTRIBUTION	\$ 3,067	\$ 4,565	\$ 5,147	\$ 5,147	\$ 5,147
HEALTH CARE	\$ 14,552	\$ 18,298	\$ 27,447	\$ 27,447	\$ 27,447
LIFE INSURANCE	\$ 271	\$ 384	\$ 429	\$ 425	\$ 425
EMP SEC INS	\$ -	\$ 480	\$ 1,699	\$ 1,189	\$ 1,189
WORKERS COMPENSATION	\$ 4,200	\$ 6,058	\$ 7,050	\$ 6,750	\$ 6,750
<b>Personnel Total</b>	<b>\$ 173,136</b>	<b>\$ 207,496</b>	<b>\$ 242,281</b>	<b>\$ 241,125</b>	<b>\$ 241,125</b>

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
MEETING EXPENSES	\$ -	\$ 5,200	\$ 1,000	\$ 700	\$ 700
DEPARTMENT SUPPLIES	\$ 6,055	\$ 2,000	\$ 3,000	\$ 2,000	\$ 2,000
TRAVEL	\$ -	\$ 2,000	\$ 2,000	\$ 500	\$ 500
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,968	\$ 1,968	\$ 1,968
POSTAGE	\$ 164	\$ 400	\$ 400	\$ 200	\$ 200
ELECTRIC POWER	\$ -	\$ 371	\$ 434	\$ 379	\$ 379
PRINTING	\$ -	\$ 299	\$ 450	\$ 400	\$ 400
ADVERTISING	\$ 17,608	\$ 68	\$ 200	\$ 200	\$ 200
TRAINING	\$ -	\$ 2,000	\$ 6,000	\$ 2,000	\$ 2,000
COPIER CONTRACT EXPENSE	\$ 1,472	\$ 1,300	\$ 1,600	\$ 1,481	\$ 1,481
DUES & SUBSCRIPTIONS	\$ 152	\$ 2,500	\$ 4,100	\$ 2,000	\$ 2,000
MISCELLANEOUS EXPENSE	\$ 1,099	\$ 200	\$ 300	\$ 200	\$ 200
SPECIAL PROJECTS	\$ -	\$ 2,529	\$ 17,000	\$ 5,000	\$ 5,000
CONTRACTED SERVICES	\$ 27,350	\$ 6,750	\$ 7,000	\$ 5,400	\$ 5,400
SPECIAL EVENTS	\$ 19,403	\$ 15,181	\$ 30,000	\$ 20,000	\$ 20,000
SPRING FESTIVAL	\$ 71,030	\$ 12,651	\$ 90,000	\$ 80,000	\$ 80,000
PROFESSIONAL SERVICES	\$ 2,687	\$ 1,000	\$ 2,000	\$ 500	\$ 500
DOWNTOWN SALISBURY INC	\$ 105,000	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ -	\$ 900	\$ 1,250	\$ 1,250	\$ 1,250
<b>Operations Total</b>	<b>\$ 252,021</b>	<b>\$ 55,349</b>	<b>\$ 168,702</b>	<b>\$ 124,178</b>	<b>\$ 124,178</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 425,156</b>	<b>\$ 262,845</b>	<b>\$ 410,983</b>	<b>\$ 365,303</b>	<b>\$ 365,303</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Downtown Development Director	1	1	1	1	1
Events Coordinator	1	1	1	1	1
Administration Specialist <sup>1</sup>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>

<sup>1</sup>Position reclassified from Customer Service Clerk Sr./I/II (445) and moved



**STATEMENT OF PURPOSE**

To provide the City with a resource capable of effectively monitoring and evaluating municipal traffic safety and traffic flow, and to develop and implement programs designed to address those needs through a network of traffic signals, traffic control signs and engineering evaluations.

**PERFORMANCE GOALS**

1. Provide quarterly maintenance and documentation in accordance with NCDOT standards to ensure maximum reimbursement through Maintenance Municipal Agreements.
2. Maintain City-owned street lighting to minimize outages.

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 81,820	\$ 85,293	\$ 112,238	\$ 112,238	\$ 112,238
OVERTIME SALARIES	\$ 17,196	\$ 11,300	\$ 11,300	\$ 8,000	\$ 8,000
FICA TAX	\$ 7,494	\$ 7,343	\$ 9,451	\$ 9,199	\$ 9,199
RETIREMENT	\$ 7,367	\$ 7,507	\$ 11,390	\$ 10,847	\$ 10,847
401(K) EMPLOYER CONTRIBUTION	\$ 2,915	\$ 2,880	\$ 3,707	\$ 3,608	\$ 3,608
HEALTH CARE	\$ 16,959	\$ 18,298	\$ 27,447	\$ 27,447	\$ 27,447
LIFE INSURANCE	\$ 177	\$ 205	\$ 274	\$ 271	\$ 271
EMP SEC INS	\$ 32	\$ 50	\$ 1,086	\$ 760	\$ 760
WORKERS COMPENSATION	\$ 4,200	\$ 4,500	\$ 7,050	\$ 6,750	\$ 6,750
<b>Personnel Total</b>	<b>\$ 138,160</b>	<b>\$ 137,376</b>	<b>\$ 183,943</b>	<b>\$ 179,120</b>	<b>\$ 179,120</b>
<b>Operations</b>					
UNIFORMS	\$ 729	\$ 700	\$ 1,200	\$ 1,050	\$ 1,050
PROTECTIVE EQUIPMENT	\$ 516	\$ 400	\$ 800	\$ 600	\$ 600
EXPENDABLE EQUIPMENT	\$ 1,073	\$ 1,000	\$ 3,000	\$ 2,500	\$ 2,500
GAS & OIL	\$ 7,036	\$ 7,240	\$ 9,193	\$ 7,994	\$ 7,994
DEPARTMENT SUPPLIES	\$ 85	\$ 500	\$ 500	\$ 100	\$ 100
CELL PHONE STIPEND	\$ -	\$ -	\$ 900	\$ 900	\$ 900
WIRELESS AIR CARDS	\$ 836	\$ 1,320	\$ 1,980	\$ 1,980	\$ 1,980
POSTAGE	\$ 67	\$ 65	\$ 100	\$ 65	\$ 65
TRAFFIC SIGNAL	\$ 5,690	\$ 5,972	\$ 6,000	\$ 6,000	\$ 6,000
MAINT EQUIPMENT	\$ 9	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
MAINT TRAFFIC SIGNALS	\$ 12,276	\$ 10,000	\$ 37,860	\$ 17,286	\$ 17,286
MAINT AUTO	\$ 3,037	\$ 1,802	\$ 3,500	\$ 3,500	\$ 3,500
TRAINING	\$ 1,138	\$ -	\$ 4,200	\$ 2,800	\$ 2,800
INSURANCE PREMIUMS	\$ 700	\$ 735	\$ 789	\$ 775	\$ 775
MISCELLANEOUS EXPENSE	\$ 90	\$ -	\$ 100	\$ -	\$ -
CONTRACTED SERVICES	\$ 6,580	\$ 18,200	\$ 25,200	\$ 13,000	\$ 13,000
TRANSFER - CAP RESERVE FUND	\$ 16,620	\$ 16,450	\$ 19,658	\$ 19,658	\$ 19,658
<b>Operations Total</b>	<b>\$ 56,484</b>	<b>\$ 65,384</b>	<b>\$ 115,980</b>	<b>\$ 79,208</b>	<b>\$ 79,208</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 194,644</b>	<b>\$ 202,760</b>	<b>\$ 299,923</b>	<b>\$ 258,328</b>	<b>\$ 258,328</b>



**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Traffic Signal Technician	<u>2</u>	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL	2	2	3	3	3





**STATEMENT OF PURPOSE**

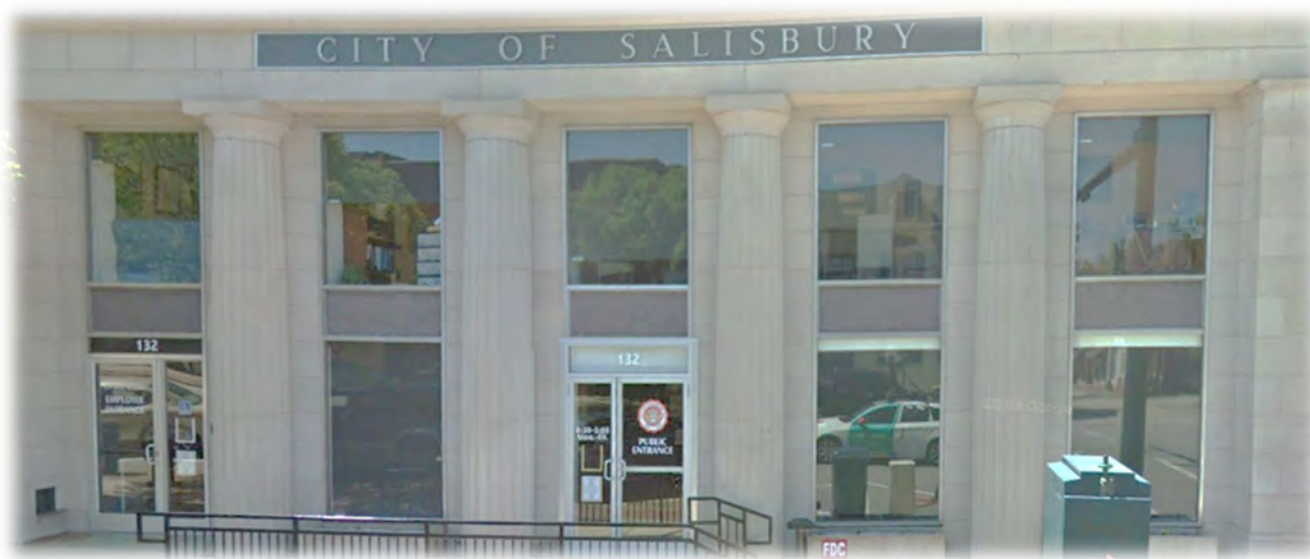
The City of Salisbury utilizes buildings throughout the City for offices to support our organization. City Office Building houses Development Services, Human Resources, Code Enforcement, Engineering, City Administration, and Financial Services. City Hall houses Council Chambers, Communications, the Mayor's office, Council Administration, Clerks Office, and Parks and Recreation Administration. Customer Service Center has offices and operations to support Utility bill payment, Information Technology and Telecommunications. Park Avenue is used as the location for the Fire Marshall's office. Adjacent to the Park Avenue property is the Park Avenue Community Center, and West End Community Development is located within the West End Community property. These properties provide space for offices, meeting rooms, and required storage of documentation necessary for daily operations.

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
<b>Personnel Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 2,766	\$ 3,100	\$ 3,100	\$ 3,100	\$ 3,100
GAS & OIL	\$ -	\$ 2,100	\$ 3,380	\$ 2,813	\$ 2,813
TELEPHONE	\$ 3,147	\$ 3,438	\$ -	\$ -	\$ -
WIRELESS AIR CARDS	\$ -	\$ 381	\$ 457	\$ 457	\$ 457
ELECTRIC POWER	\$ 192,852	\$ 196,718	\$ 207,299	\$ 191,600	\$ 191,600
NATURAL GAS	\$ 19,734	\$ 18,506	\$ 26,313	\$ 17,866	\$ 17,866
CITY UTILITIES	\$ 57,739	\$ 56,009	\$ 48,407	\$ 37,068	\$ 37,068
BUILDINGS & GROUNDS	\$ 114,165	\$ 162,012	\$ 152,864	\$ 105,000	\$ 105,000
PRICE HIGH SCHOOL	\$ 15,832	\$ 16,000	\$ 18,909	\$ 15,838	\$ 15,838
AMTRAK STATION	\$ 12,058	\$ 13,800	\$ 16,794	\$ 16,765	\$ 16,765
B/G CONTRACTED SERVICES	\$ 126,292	\$ 132,606	\$ 144,762	\$ 144,762	\$ 144,762
MAINT EQUIPMENT	\$ 9,584	\$ -	\$ 2,000	\$ -	\$ -
LEASE PMTS-PK LOT	\$ 13,243	\$ 13,250	\$ 13,250	\$ 13,250	\$ 13,250
INSURANCE PREMIUMS	\$ 12,987	\$ 19,830	\$ 12,526	\$ 12,298	\$ 12,298
TRANSFER - CAP RESERVE FUND	\$ 14,352	\$ 14,352	\$ 14,352	\$ 14,352	\$ 14,352
<b>Operations Total</b>	<b>\$ 594,750</b>	<b>\$ 652,102</b>	<b>\$ 664,413</b>	<b>\$ 575,169</b>	<b>\$ 575,169</b>
<b>Capital</b>					
C O ROOF / HVAC	\$ -	\$ 84,300	\$ 180,600	\$ 180,600	\$ 180,600
C O BUILDINGS	\$ 33,279	\$ 50,311	\$ 140,051	\$ -	\$ -
C O BLDG & GRNDS	\$ -	\$ 30,211	\$ 773,000	\$ 390,000	\$ 390,000
<b>Capital Total</b>	<b>\$ 33,279</b>	<b>\$ 164,822</b>	<b>\$ 1,093,651</b>	<b>\$ 570,600</b>	<b>\$ 570,600</b>
<b>Grand Total</b>	<b>\$ 628,029</b>	<b>\$ 816,924</b>	<b>\$ 1,758,064</b>	<b>\$ 1,145,769</b>	<b>\$ 1,145,769</b>

## CAPITAL OUTLAY

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>City Office Building (000)</b>			
Window Replacement	\$ 131,051	\$ -	\$ -
<b>City Hall (251)</b>			
Paint Windows	9,000	-	-
HVAC Replacement	180,600	180,600	180,600
<b>Park Ave Comm Center (253)</b>			
Door Replacement	5,000	-	-
<b>Parks (256)</b>			
City Park Lake Rehabilitation	550,000	350,000	350,000
Kelsey Scott Restrooms	128,000	-	-
Community Park Play Structure	40,000	40,000	40,000
Tennis Court Lighting Replacement	50,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,093,651</b>	<b>\$ 570,600</b>	<b>\$ 570,600</b>



**STATEMENT OF PURPOSE**

This property serves as an anchor for our downtown area and exemplifies the elements necessary for a robust downtown community – retail, commercial, and residential. The property has retail on the first floor and commercial space on the second and third floor. Fourth through seventh floors are residential units. By maintaining and administering the Plaza, the City continues to provide consistent economic vitality in the central business district.

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
DEPARTMENT SUPPLIES	\$ 472	\$ 500	\$ 600	\$ 600	\$ 600
TELEPHONE	\$ 652	\$ 715	\$ -	\$ -	\$ -
ELECTRIC POWER	\$ 33,669	\$ 36,185	\$ 35,929	\$ 30,623	\$ 30,623
CITY UTILITIES	\$ 13,921	\$ 13,496	\$ 13,666	\$ 12,537	\$ 12,537
BUILDINGS & GROUNDS	\$ 35,500	\$ 126,000	\$ 30,000	\$ 25,000	\$ 25,000
B/G CONTRACTED SERVICES	\$ 59,379	\$ 61,750	\$ 61,002	\$ 61,002	\$ 61,002
MAINT EQUIPMENT	\$ 214	\$ -	\$ -	\$ -	\$ -
INSURANCE PREMIUMS	\$ 11,276	\$ 11,840	\$ 12,179	\$ 11,958	\$ 11,958
PROFESSIONAL SERVICES	\$ -	\$ 50,000	\$ 50,000	\$ 15,000	\$ 15,000
TRANSFER - CAP RESERVE FUND	\$ 1,418	\$ 1,418	\$ 1,418	\$ 1,418	\$ 1,418
<b>Operations Total</b>	<b>\$ 156,501</b>	<b>\$ 301,904</b>	<b>\$ 204,794</b>	<b>\$ 158,138</b>	<b>\$ 158,138</b>
<b>Capital</b>					
C O ROOF / HVAC	\$ -	\$ 15,000	\$ 285,000	\$ 285,000	\$ 285,000
C O BUILDINGS	\$ -	\$ 20,000	\$ 429,500	\$ 155,000	\$ 155,000
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ 714,500</b>	<b>\$ 440,000</b>	<b>\$ 440,000</b>
<b>Grand Total</b>	<b>\$ 156,501</b>	<b>\$ 336,904</b>	<b>\$ 919,294</b>	<b>\$ 598,138</b>	<b>\$ 598,138</b>

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
Paint 1st Floor Exterior Trim	\$ 6,500	\$ -	\$ -
Clean all Windows	50,000	-	-
Structural Waterproofing	135,000	135,000	135,000
Awning Replacements	80,000	-	-
Carpet Replacement 3rd Floor	40,000	-	-
Elevator Modifications	78,000	-	-
Renovate 2 Apartments	40,000	20,000	20,000
Roof Replacement	270,000	270,000	270,000
HVAC Replacement	15,000	15,000	15,000
<b>Total Capital Outlay</b>	<b>\$ 714,500</b>	<b>\$ 440,000</b>	<b>\$ 440,000</b>

### STATEMENT OF PURPOSE

To serve as the central management point for all activities involving the Police Department. Guiding the department's incorporation of multiple evidence based and practice based strategies using a Stratified Policing Model. Focusing the department's policing efforts toward effective evidence based community collaboration through analysis and accountability. Developing realistic and prioritized goals for crime reduction.

### PERFORMANCE GOALS

1. To improve neighborhood livability and adhere to the Community Policing and Crime Reduction Pillar of 21st Century Policing, the Salisbury Police Department will strive to reduce, solve, and prevent crime in our community:
  - The Department will continue to support and develop the Public Safety Partnership with U.S. Department of Justice by implement an effective training and technical assistance action plan to combat violent gun crime, the opioid addiction crisis, and other identified community law enforcement and policing needs.
  - The Department will continue to develop the Project Safe Neighborhoods (PSN) program to an effective level in partnership with Rowan County Sheriff's Office, the Rowan County District Attorney, the U.S. Attorney of the Middle District of North Carolina, Federal Law Enforcement partners and other county Law Enforcement Agencies. PSN will seek to develop a data driven prioritization assessment, with assistance of UNC-Greensboro, for inclusion of offenders in the program and identifying actual and potential victims who intervention would benefit.
  - The Department will employ a civilian Victim Advocate to enhance victim outreach and assist PSN initiatives in victim intervention.
  - The Department will seek to develop the partnership with Rowan Courts and Family Crisis Council in providing enhanced outreach for those seeking domestic violence protective orders by providing work space and support to an advocate.
2. To enhance the adherence to the 21st Century Policing, the Salisbury Police Department will seek to achieve organizational excellence to provide superior service:
  - All directives will be reviewed by department command staff to ensure they meet CALEA standards and reflect our practices.
  - The Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.
  - The Department will develop a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth.
  - The Department will fully staff all Salisbury City Council authorized over-hire sworn positions.
3. To enhance the adherence to the 21st Century Policing, the Salisbury Police Department will seek to develop and maintain a quality workforce:
  - The Department will never fall below 95% of the FY2019 authorized sworn staffing of 81 in any month of FY2019.
  - The Department will work with City Human Resources and City Finance to ensure pay, benefits, and other incentives are comparable for the area market to ensure the Department is competitive in recruiting and retaining qualified employees, supporting a Safe Communities Goal for Salisbury City Council.
  - The Department will develop a plan and hold internal in-service training to all sworn personnel covering relevant topics.

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**PERFORMANCE MEASURES**

	<u><b>FY 2018 Actual</b></u>	<u><b>FY 2019 Estimate</b></u>	<u><b>FY 2020 Projected</b></u>
<b>Workload</b>			
Number of Sworn Police Officers (Authorized Positions)	81	87	87
Number of 'False Alarm' Police Responses (calls coded 2, 4 or 5)	2,926	2,973	2,867
All Part I Crimes Reported (homicide, assault, robbery, larceny, etc.)	1,858	1,903	1,820
Departmental Internal Affairs Investigated Complaints	27	35	37
<b>Efficiency</b>			
Number of Sworn Police Officer Vacancies (all causes)	5	4	3
Calls Resulting In A Dispatch (including walk-ins and officer initiated)	37,424	37,441	37,539
Part I Crimes Investigated By Criminal Investigations (CID) Division*	217	203	201
Internal Affairs Complaints Sustained	21	14	12
<b>Effectiveness</b>			
Departmental Turn-Over Rate (Sworn Police Officers)	6.2%	4.6%	3.4%
Dispatches Coded 'False Alarm' (as a Percent of Total Dispatches)	7.8%	7.9%	7.6%
CID Part I Case Clearance Rate**	51%	47%	49%
Internal Affairs Complaints Sustained as a Percent of Total Internal Affairs Complaints Filed	77.8%	40.0%	32.4%

\*Patrol investigates all crime. CID is used for extreme cases or where limited evidence exists

\*\*Defined as: cases cleared through arrest, unfounded cases, or when prosecution is declined

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 743,455	\$ 729,844	\$ 620,638	\$ 620,638	\$ 620,638
OVERTIME SALARIES	\$ 6,412	\$ 5,000	\$ 5,150	\$ 5,150	\$ 5,150
PART TIME SALARIES	\$ 45,250	\$ -	\$ -	\$ 39,150	\$ 39,150
LEO SEPARATION ALLOWANCE	\$ 44,850	\$ 44,624	\$ 34,747	\$ 31,767	\$ 31,767
FICA TAX	\$ 56,587	\$ 55,925	\$ 47,874	\$ 50,869	\$ 50,869
RETIREMENT	\$ 58,885	\$ 60,636	\$ 60,795	\$ 59,145	\$ 59,145
401K-SWORN LAW	\$ 26,025	\$ 25,500	\$ 19,855	\$ 19,855	\$ 19,855
401(K) EMPLOYER CONTRIBUTION	\$ 6,287	\$ 6,631	\$ 6,859	\$ 6,859	\$ 6,859
HEALTH CARE	\$ 119,735	\$ 136,073	\$ 100,515	\$ 100,515	\$ 100,515
LIFE INSURANCE	\$ 1,595	\$ 1,816	\$ 1,549	\$ 1,535	\$ 1,535
EMP SEC INS	\$ 145	\$ 436	\$ 6,147	\$ 4,576	\$ 4,576
WORKERS COMPENSATION	\$ 25,200	\$ 29,250	\$ 23,500	\$ 27,000	\$ 27,000
<b>Personnel Total</b>	<b>\$ 1,134,425</b>	<b>\$ 1,095,735</b>	<b>\$ 927,629</b>	<b>\$ 967,059</b>	<b>\$ 967,059</b>

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
UNIFORMS	\$ 17,187	\$ 13,070	\$ 12,890	\$ 9,668	\$ 9,668
UNIFORM EQUIPMENT	\$ 17,096	\$ 13,920	\$ 10,070	\$ 5,220	\$ 5,220
DEPARTMENT SUPPLIES	\$ 24,476	\$ 34,750	\$ 33,100	\$ 11,000	\$ 11,000
PUBLIC SAFETY VEHICLE EQUIPMENT	\$ 1,521	\$ -	\$ -	\$ -	\$ -
ARMORY SUPPLIES	\$ 18,187	\$ 12,650	\$ 22,650	\$ 15,650	\$ 15,650
CANINE UNIT	\$ 5,775	\$ 4,000	\$ 4,000	\$ 3,000	\$ 3,000
TRAVEL	\$ 1,290	\$ -	\$ -	\$ -	\$ -
TELEPHONE	\$ 4,839	\$ 6,000	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 3,792	\$ 3,792	\$ 3,792
WIRELESS AIR CARDS	\$ 34,177	\$ 38,400	\$ 38,400	\$ 38,400	\$ 38,400
POSTAGE	\$ 1,855	\$ 1,550	\$ 2,000	\$ 1,500	\$ 1,500
ELECTRIC POWER	\$ 49,174	\$ 51,360	\$ 60,631	\$ 48,089	\$ 48,089
NATURAL GAS	\$ 9,664	\$ 8,428	\$ 13,145	\$ 9,128	\$ 9,128
CITY UTILITIES	\$ 7,682	\$ 8,148	\$ 8,119	\$ 7,584	\$ 7,584
PRINTING	\$ 734	\$ 950	\$ 950	\$ 500	\$ 500
BUILDINGS & GROUNDS	\$ 30,999	\$ 15,000	\$ 17,432	\$ 15,932	\$ 15,932
B/G CONTRACTED SERVICES	\$ 57,715	\$ 58,030	\$ 57,966	\$ 57,966	\$ 57,966
TRAINING	\$ 46,077	\$ 18,638	\$ 15,110	\$ 8,000	\$ 8,000
TACTICAL UNIT	\$ 12,668	\$ 9,250	\$ 16,000	\$ 9,500	\$ 9,500
COPIER CONTRACT EXPENSE	\$ 5,810	\$ 5,250	\$ 6,500	\$ 6,500	\$ 6,500
INSURANCE PREMIUMS	\$ 46,618	\$ 48,949	\$ 53,340	\$ 52,370	\$ 52,370
INSURANCE CLAIMS	\$ 47,578	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 1,985	\$ 2,030	\$ 3,405	\$ 3,405	\$ 3,405
MISCELLANEOUS EXPENSE	\$ 6,162	\$ 2,000	\$ 4,000	\$ 4,000	\$ 4,000
SPECIAL PROJECTS	\$ 39,707	\$ 3,500	\$ 149,100	\$ 3,500	\$ 3,500
CONTRACTED SERVICES	\$ 2,114	\$ 2,094	\$ 2,094	\$ 2,094	\$ 2,094
CRIME CONTROL	\$ 3,416	\$ 2,000	\$ 2,500	\$ 2,500	\$ 2,500
POLICE ACCREDITATION	\$ 4,670	\$ 5,220	\$ 4,770	\$ 4,770	\$ 4,770
POLICE CHAPLAINCY PROGRAM	\$ 333	\$ 200	\$ 820	\$ 820	\$ 820
PROFESSIONAL SERVICES	\$ 40,610	\$ 32,750	\$ 50,500	\$ 36,500	\$ 36,500
<b>Operations Total</b>	<b>\$ 540,119</b>	<b>\$ 398,137</b>	<b>\$ 593,284</b>	<b>\$ 361,388</b>	<b>\$ 361,388</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 5,587	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
C O BUILDINGS	\$ -	\$ 15,000	\$ 149,000	\$ -	\$ -
C O BLDG & GRNDS	\$ 10,049	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 15,636</b>	<b>\$ 55,000</b>	<b>\$ 189,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>
<b>Grand Total</b>	<b>\$ 1,690,180</b>	<b>\$ 1,548,872</b>	<b>\$ 1,709,913</b>	<b>\$ 1,368,447</b>	<b>\$ 1,368,447</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Administration (000)</b>					
Police Chief	1	1	1	1	1
Deputy Police Chief	1	0	0	0	0
Police Sergeant	0	1	1	1	1
Police Lieutenant	1	1	1	1	1
Police Captain	1	1	1	1	1
Police I/II/MPO <sup>2</sup>	1	4	1	1	1
Police Planner	1	1	1	1	1
Training Manager	1	0	0	0	0
Management Analyst	1	1	1	1	1
Administrative Specialist	1	2	2	2	2
Nuisance Abatement Officer (TPT) <sup>3</sup>	0	0	1	1	1
Downtown Officer (TPT) <sup>3</sup>	0	0	1	1	1
Police Records Clerk	0	1	1	1	1
<b>Recruitment (315)</b>					
Police Sergeant	1	0	0	0	0
<b>Records (325)</b>					
Administrative Specialist	1	0	0	0	0
Police Records Clerk	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL <sup>1</sup>	12	13	12	12	12

<sup>1</sup>Department reorganization

<sup>2</sup>Positions moved (511)

<sup>3</sup>Added part-time positions

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>Police Administration (000)</b>			
Citywide Camera System	\$ 40,000	\$ 40,000	\$ 40,000
<b>Police Administration-Bldg Maintenance (301)</b>			
Building Renovation	149,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 189,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>



**STATEMENT OF PURPOSE**

Deliver supporting inquiries and follow up of initial incident response or information based on objectively reasonable and logical examinations of reported criminal acts or criminal intelligence. Liaison with external resources and agencies to further collaborate in the investigation of crimes and ongoing criminal enterprises.

**PERFORMANCE GOALS**

1. To improve neighborhood livability and adhere to the Community Policing and Crime Reduction Pillar of 21st Century Policing, the Salisbury Police Department will strive to reduce, solve, and prevent crime in our community:
  - The Department will continue to support and develop the Public Safety Partnership with U.S. Department of Justice by implement an effective training and technical assistance action plan to combat violent gun crime, the opioid addiction crisis, and other identified community law enforcement and policing needs.
  - The Department will continue to develop the Project Safe Neighborhoods (PSN) program to an effective level in partnership with Rowan County Sheriff's Office, the Rowan County District Attorney, the U.S. Attorney of the Middle District of North Carolina, Federal Law Enforcement partners and other county Law Enforcement Agencies. PSN will seek to develop a data driven prioritization assessment, with assistance of UNC-Greensboro, for inclusion of offenders in the program and identifying actual and potential victims who intervention would benefit.
  - The Department will employ a civilian Victim Advocate to enhance victim outreach and assist PSN initiatives in victim intervention.
  - To further develop the Department Problem Oriented Policing (POP) initiatives, we will strive to implement a Violent Crime and Property Crime POP working groups with representatives from all operational concentrations.
2. To further the principles in the Building Trust and Legitimacy Pillar of 21st Century Police, the Salisbury Police Department will strive to improve community engagement efforts:
  - We will seek to increase and enhance Department communication, outreach, and information sharing through further developing our social media communication channels and other web based platforms.
  - We will continue educational and outreach opportunities throughout the year by offering; community classrooms, a lunch buddy program in Rowan-Salisbury Schools, a gang prevention and recognition symposium, summer youth mentoring camps, and an enhanced National Night Out event.
3. To improve upon the efforts in the Technology and Social Media Pillar of 21st Century Policing, the Salisbury Police Department will work to integrate crime analysis throughout the Department:
  - To expand the Department's crime analytics capabilities, we will seek to employ an analyst.

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 883,707	\$ 1,311,930	\$ 1,715,009	\$ 1,715,009	\$ 1,715,009
OVERTIME SALARIES	\$ 30,401	\$ 100,000	\$ 103,000	\$ 50,000	\$ 50,000
LEO SEPARATION ALLOWANCE	\$ 71,143	\$ 106,363	\$ 133,313	\$ 121,884	\$ 121,884
FICA TAX	\$ 66,512	\$ 107,619	\$ 139,078	\$ 135,023	\$ 135,023
RETIREMENT	\$ 74,037	\$ 118,275	\$ 179,504	\$ 169,564	\$ 169,564
401K-SWORN LAW	\$ 41,810	\$ 60,777	\$ 76,177	\$ 76,177	\$ 76,177
401(K) EMPLOYER CONTRIBUTION	\$ 1,982	\$ 5,736	\$ 8,833	\$ 7,243	\$ 7,243
HEALTH CARE	\$ 156,124	\$ 258,986	\$ 337,146	\$ 326,468	\$ 326,468
LIFE INSURANCE	\$ 1,623	\$ 3,266	\$ 4,288	\$ 4,251	\$ 4,251
EMP SEC INS	\$ 376	\$ 784	\$ 17,006	\$ 11,905	\$ 11,905
WORKERS COMPENSATION	\$ 48,300	\$ 54,000	\$ 72,850	\$ 69,750	\$ 69,750
<b>Personnel Total</b>	<b>\$ 1,376,016</b>	<b>\$ 2,127,736</b>	<b>\$ 2,786,204</b>	<b>\$ 2,687,274</b>	<b>\$ 2,687,274</b>



	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
UNIFORMS	\$ 9,426	\$ 16,945	\$ 19,845	\$ 14,884	\$ 14,884
UNIFORM EQUIPMENT	\$ -	\$ 80	\$ 250	\$ 250	\$ 250
CRIME PREVENTION	\$ 3,868	\$ 5,807	\$ 1,000	\$ 1,000	\$ 1,000
YOUTH PROGRAMS	\$ 14,471	\$ 2,000	\$ 11,000	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 10,368	\$ 6,440	\$ 7,510	\$ 3,000	\$ 3,000
PUBLIC SAFETY VEHICLE EQUIPMENT	\$ 1,451	\$ 8,500	\$ 3,000	\$ 3,000	\$ 3,000
CANINE UNIT	\$ -	\$ -	\$ 1,200	\$ 1,200	\$ 1,200
EVIDENCE	\$ -	\$ 3,015	\$ 3,015	\$ 1,558	\$ 1,558
CRIME SCENE	\$ -	\$ 5,200	\$ 8,470	\$ 8,270	\$ 8,270
TELEPHONE	\$ 3,316	\$ 7,776	\$ 6,480	\$ 6,480	\$ 6,480
CELL PHONE STIPEND	\$ -	\$ -	\$ 6,648	\$ 6,648	\$ 6,648
PRINTING	\$ -	\$ 700	\$ -	\$ -	\$ -
TRAINING	\$ 10,551	\$ 12,200	\$ 15,841	\$ 11,610	\$ 11,610
COPIER CONTRACT EXPENSE	\$ 3,453	\$ 3,000	\$ 4,500	\$ 4,500	\$ 4,500
DUES & SUBSCRIPTIONS	\$ 5,423	\$ 11,237	\$ 13,271	\$ 13,271	\$ 13,271
INFORMATION FUND	\$ 21,000	\$ 18,800	\$ 20,000	\$ 20,000	\$ 20,000
SPECIAL PROJECTS	\$ 50,000	\$ 50,000	\$ 54,195	\$ 50,000	\$ 50,000
CONTRACTED SERVICES	\$ 28,944	\$ 29,881	\$ 30,838	\$ 30,838	\$ 30,838
PROFESSIONAL SERVICES	\$ 514	\$ 3,700	\$ 7,700	\$ 7,700	\$ 7,700
<b>Operations Total</b>	<b>\$ 162,786</b>	<b>\$ 185,281</b>	<b>\$ 214,763</b>	<b>\$ 184,209</b>	<b>\$ 184,209</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 6,570	\$ 15,431	\$ 7,500	\$ 7,500	\$ 7,500
<b>Capital Total</b>	<b>\$ 6,570</b>	<b>\$ 15,431</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>
<b>Grand Total</b>	<b>\$ 1,545,371</b>	<b>\$ 2,328,448</b>	<b>\$ 3,008,467</b>	<b>\$ 2,878,983</b>	<b>\$ 2,878,983</b>



### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Services Administration (000)</b>					
Deputy Police Chief <sup>1</sup>	0	1	1	1	1
Police Lieutenant	0	2	2	2	2
Police Sergeant	0	4	4	4	4
Police Corporal	0	2	2	2	2
Police I/II/MPO <sup>3,4</sup>	0	12	17	17	17
Police I/II/MPO (Crime Scene)	0	1	1	1	1
Project Safe Specialist	1	1	1	1	1
Evidence Custodian	0	1	1	1	1
Captain <sup>1</sup>	1	0	0	0	0
Victim Advocate (Civilian) <sup>3</sup>	0	0	1	1	1
Crime Analyst (Civilian) <sup>3</sup>	0	0	1	1	1
<b>Community Service (303)</b>					
Community Relations Officer	1	0	0	0	0
Police Officer I/II/MPO	5	0	0	0	0
Police Sergeant	1	0	0	0	0
<b>Evidence &amp; Identification (304)</b>					
Police Evidence & Property Custodian	1	0	0	0	0
<b>Information Management (305)</b>					
Police Records Clerk	0	0	0	0	0
Administrative Specialist	0	0	0	0	0
<b>Recruitment/Training (306)</b>					
Police Officer I/II/MPO	0	0	0	0	0
Parking Control Specialist (TPT)	0	0	0	0	0
<b>CID (326)</b>					
Police Lieutenant	1	0	0	0	0
Police Sergeant	2	0	0	0	0
Police Officer I/II/MPO	10	0	0	0	0
<b>Crime Scene (330)</b>					
Police Officer I/II/MPO	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL<sup>2</sup></b>	<b>24</b>	<b>24</b>	<b>31</b>	<b>31</b>	<b>31</b>

<sup>1</sup>Position reclassified from Captain to Deputy Chief

<sup>2</sup>Department Reorganization

<sup>3</sup>Positions added

<sup>4</sup>Positions reclassified from Police Officer I/II/MPO (514)

### CAPITAL OUTLAY

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>Police-Support Services-CID (326)</b>			
Evidence Scanner	\$ 7,500	\$ 7,500	\$ 7,500
<b>Total Capital Outlay</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>

**STATEMENT OF PURPOSE**

Deliver 24 hour first responder policing services within the City of Salisbury by proactively and reactively patrolling the community and neighborhoods, providing initial criminal incident investigation, enforcing criminal and traffic laws, deterring crime and improving traffic flow while reducing collisions, and building police-community relations.

**PERFORMANCE GOALS**

1. To improve neighborhood livability and adhere to the Community Policing and Crime Reduction Pillar of 21st Century Policing, the Salisbury Police Department will strive to reduce, solve, and prevent crime in our community:
  - The Department will continue to support and develop the Public Safety Partnership with U.S. Department of Justice by implement an effective training and technical assistance action plan to combat violent gun crime, the opioid addiction crisis, and other identified community law enforcement and policing needs.
  - To further develop the Department Problem Oriented Policing (POP) initiatives, we will strive to implement a Violent Crime and Property Crime POP working groups with representatives from all operational concentration.
2. To further the principles in the Building Trust and Legitimacy Pillar of 21st Century Police, the Salisbury Police Department will strive to improve community engagement efforts:
  - We will seek to increase and enhance Department communication, outreach, and information sharing through further developing our social media communication channels and other web based platforms.
  - We will continue educational and outreach opportunities throughout the year by offering; community classrooms, a lunch buddy program in Rowan-Salisbury Schools, a gang prevention and recognition symposium, summer youth mentoring camps, and an enhanced National Night Out event.
3. To enhance the adherence to the 21st Century Policing, the Salisbury Police Department will seek to achieve organizational excellence to provide superior service:
  - All directives will be reviewed by department command staff to ensure they meet CALEA standards and reflect our practices
  - The Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.
  - The Department will develop a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth.

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 2,664,522	\$ 2,985,661	\$ 2,694,804	\$ 2,694,804	\$ 2,694,804
OVERTIME SALARIES	\$ 229,595	\$ 100,000	\$ 103,000	\$ 150,000	\$ 150,000
PART TIME SALARIES	\$ 7,248	\$ 18,720	\$ 12,528	\$ 12,528	\$ 12,528
LEO SEPARATION ALLOWANCE	\$ 244,451	\$ 225,946	\$ 235,792	\$ 215,587	\$ 215,587
FICA TAX	\$ 209,578	\$ 206,626	\$ 214,996	\$ 218,591	\$ 218,591
RETIREMENT	\$ 234,674	\$ 227,312	\$ 278,978	\$ 274,921	\$ 274,921
401K-SWORN LAW	\$ 141,943	\$ 129,114	\$ 134,738	\$ 134,738	\$ 134,738
401(K) EMPLOYER CONTRIBUTION	\$ -	\$ 3,000	\$ 3,090	\$ 4,500	\$ 4,500
HEALTH CARE	\$ 492,352	\$ 520,408	\$ 550,805	\$ 548,746	\$ 548,746
LIFE INSURANCE	\$ 5,293	\$ 6,453	\$ 6,725	\$ 6,678	\$ 6,678
EMP SEC INS	\$ 905	\$ 1,559	\$ 26,826	\$ 18,780	\$ 18,780
WORKERS COMPENSATION	\$ 111,300	\$ 117,000	\$ 126,900	\$ 121,500	\$ 121,500
<b>Personnel Total</b>	<b>\$ 4,341,860</b>	<b>\$ 4,541,799</b>	<b>\$ 4,389,182</b>	<b>\$ 4,401,373</b>	<b>\$ 4,401,373</b>

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
UNIFORMS	\$ 7,787	\$ 69,860	\$ 22,740	\$ 17,055	\$ 17,055
UNIFORM EQUIPMENT	\$ -	\$ 10,560	\$ 12,840	\$ 12,340	\$ 12,340
CRIME PREVENTION	\$ 100	\$ 200	\$ 200	\$ 200	\$ 200
GAS & OIL	\$ 137,197	\$ 133,644	\$ 231,351	\$ 196,188	\$ 196,188
DEPARTMENT SUPPLIES	\$ 8,664	\$ 4,390	\$ 8,890	\$ 8,890	\$ 8,890
PUBLIC SAFETY VEHICLE EQUIPMENT	\$ 2,333	\$ 20,500	\$ 19,010	\$ 19,010	\$ 19,010
CANINE UNIT	\$ -	\$ -	\$ 3,600	\$ 3,600	\$ 3,600
CELL PHONE STIPEND	\$ -	\$ -	\$ 3,048	\$ 3,048	\$ 3,048
MAINT EQUIPMENT	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
MAINT RADIO	\$ -	\$ 3,850	\$ 4,440	\$ 4,440	\$ 4,440
MAINT CMPT SOFTWARE	\$ -	\$ -	\$ 1,750	\$ 1,050	\$ 1,050
MAINT AUTO	\$ 84,255	\$ 68,843	\$ 103,450	\$ 88,000	\$ 88,000
VEHICLE DAMAGE REPAIR	\$ 3,538	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 18,630	\$ 34,000	\$ 27,083	\$ 19,000	\$ 19,000
COPIER CONTRACT EXPENSE	\$ 2,116	\$ 1,600	\$ 2,150	\$ 2,150	\$ 2,150
INSURANCE PREMIUMS	\$ 39,241	\$ 42,622	\$ 46,884	\$ 46,032	\$ 46,032
SPECIAL PROJECTS	\$ 63,882	\$ 6,160	\$ 17,300	\$ 13,300	\$ 13,300
CONTRACTED SERVICES	\$ 699,119	\$ 167,021	\$ 167,021	\$ 167,021	\$ 167,021
CRIME CONTROL	\$ -	\$ 2,000	\$ 2,500	\$ 2,500	\$ 2,500
PROFESSIONAL SERVICES	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
2014 JAG GRANT	\$ 20,786	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 534,816	\$ 517,075	\$ 545,193	\$ 545,193	\$ 545,193
<b>Operations Total</b>	<b>\$ 1,622,463</b>	<b>\$ 1,084,325</b>	<b>\$ 1,221,450</b>	<b>\$ 1,151,017</b>	<b>\$ 1,151,017</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 677	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500
<b>Capital Total</b>	<b>\$ 677</b>	<b>\$ 17,500</b>	<b>\$ 17,500</b>	<b>\$ 17,500</b>	<b>\$ 17,500</b>
<b>Grand Total</b>	<b>\$ 5,965,000</b>	<b>\$ 5,643,624</b>	<b>\$ 5,628,132</b>	<b>\$ 5,569,890</b>	<b>\$ 5,569,890</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Field Operations (000)</b>					
Police Captain	1	1	1	1	1
Police Lieutenant	0	3	3	3	3
Police Sergeant	0	4	4	4	4
Police Corporal	0	4	4	4	4
Police Officer I/II/MPO (SRO)	0	3	3	3	3
Police Officer I/II/MPO <sup>2</sup>	0	36	38	38	38
Parking Attendant (TPT)	0	1	1	1	1
<b>SRO (320)</b>					
Police Officer I/II/MPO	2	0	0	0	0
Police Officer I/II/MPO (SRO)	1	0	0	0	0
<b>Adam Team (321)</b>					
Police Lieutenant	1	0	0	0	0
Police Sergeant	1	0	0	0	0
Police Officer I/II/MPO	10	0	0	0	0
<b>Baker Team (322)</b>					
Police Lieutenant	1	0	0	0	0
Police Sergeant	1	0	0	0	0
Police Officer I/II/MPO	10	0	0	0	0
<b>Charlie Team (323)</b>					
Police Lieutenant	0	0	0	0	0
Police Sergeant	1	0	0	0	0
Police Officer I/II/MPO	9	0	0	0	0
Police Officer I/II/MPO (SRO)	1	0	0	0	0
<b>David Team (324)</b>					
Police Lieutenant	1	0	0	0	0
Police Sergeant	1	0	0	0	0
Police Officer I/II/MPO	10	0	0	0	0
<b>Downtown (326)</b>					
Parking Control Specialist	1	0	0	0	0
Police Officer I/II/MPO	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL<sup>1</sup></b>	<b>53</b>	<b>52</b>	<b>54</b>	<b>54</b>	<b>54</b>

<sup>1</sup>Department reorganization

<sup>2</sup>Positions added

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>Police Field Operations</b>			
K-9-Includes dog, training and shelter area	\$ 17,500	\$ 17,500	\$ 17,500
<b>Total Capital Outlay</b>	<b>\$ 17,500</b>	<b>\$ 17,500</b>	<b>\$ 17,500</b>

**STATEMENT OF PURPOSE**

To protect the quality of life for present and future generations through interaction with our community, compassionate service and an atmosphere that encourages innovation, professionalism and diversity.

**PERFORMANCE GOALS**

1. Improve community life safety initiatives through response times to emergency incidents.
2. Improve recruiting efforts and improve diversity by increasing live-in base and attending recruiting events at high schools in NC with firefighter based curriculums.
3. Continue to improve supervisory roles and responsibilities through new and continuing education training programs.
4. Monitor Station 6 construction and continue planning for equipping, staffing and in-service date of January 2020.
5. Continue to plan and prep for Station 3 relocation and construction.
6. Continue to explore ALS Paramedic response and pre-hospital community para-medicine program and training options.
7. Update policies and procedures to improve fire ground operations and meet new ISO directives:
  - Recognize and train to modern fire suppressions methods and standards; ISO topics and hours inclusive of all ranks and assignments.
  - Update policies, procedures and directives and response methods.
  - Improve and expand training to incorporate quarterly training with surrounding departments.
  - Improve Rescue certification capabilities to include surface water, technical rescue components.
8. Expand Emergency Management and planning role/efforts by conducting one annual EM training drill for City Officials.
9. Serve as City's EM planning and preparation office.
10. Upgrade and transition to new fire reporting and record keeping software.
11. Continue to prepare for and complete ISO inspection scheduled for June 2019.
12. Continue to enhance fire department personnel development and training programs to meet OSHA and NCDOL requirements for Heavy Rescue (Confined Space Entry, Water, High Angle) and Hazardous Materials Technician quarterly entry drills.

**PERFORMANCE MEASURES**

	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
<b>Workload</b>			
Total Calls	6,223	6,350	6,475
Fire Alarm Responses	710	725	740
Average Calls Per Day	17	18	18
Average Training Hours per Firefighter per Day	3	3	3
<b>Efficiency</b>			
Firefighters Per Shift Strength	23	26	26
Firefighters (Per Shift) Per 1,000 Population	6.80	7.20	7.20
Total Dollar Value of All Property Protected	\$2.82B	\$2.85B	\$2.90B
<b>Effectiveness</b>			
Fire Deaths (Civilians)	-	-	-
Fire Deaths (Firefighters)	-	-	-
Total Fire Loss (Dollars)	\$190,080	\$750,000	\$925,000
On Scene Time - % within 5 Minutes	40%	42%	45%

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 3,471,907	\$ 3,666,754	\$ 3,993,413	\$ 3,907,467	\$ 3,907,467
OVERTIME SALARIES	\$ 258,915	\$ 300,000	\$ 309,000	\$ 300,000	\$ 300,000
PART TIME SALARIES	\$ 49,359	\$ 82,002	\$ 33,199	\$ 73,915	\$ 73,915
FICA TAX	\$ 55,256	\$ 58,825	\$ 69,640	\$ 71,378	\$ 71,378
RETIREMENT	\$ 281,992	\$ 286,800	\$ 396,680	\$ 379,517	\$ 379,517
401(K) EMPLOYER CONTRIBUTION	\$ 110,530	\$ 110,023	\$ 129,072	\$ 126,224	\$ 126,224
HEALTH CARE	\$ 742,495	\$ 806,836	\$ 916,985	\$ 883,891	\$ 883,891
LIFE INSURANCE	\$ 7,408	\$ 8,295	\$ 9,858	\$ 9,561	\$ 9,561
EMP SEC INS	\$ 1,173	\$ 2,038	\$ 39,451	\$ 27,304	\$ 27,304
WORKERS COMPENSATION	\$ 172,200	\$ 182,250	\$ 211,500	\$ 202,500	\$ 202,500
<b>Personnel Total</b>	<b>\$ 5,151,236</b>	<b>\$ 5,503,823</b>	<b>\$ 6,108,798</b>	<b>\$ 5,981,757</b>	<b>\$ 5,981,757</b>
<b>Operations</b>					
UNIFORMS	\$ 36,959	\$ 104,168	\$ 67,519	\$ 47,360	\$ 47,360
FIRE AND RESCUE TOOLS	\$ 157,491	\$ 17,663	\$ 19,363	\$ 19,363	\$ 19,363
GAS & OIL	\$ 65,329	\$ 64,565	\$ 124,469	\$ 94,639	\$ 94,639
DEPARTMENT SUPPLIES	\$ 42,786	\$ 39,628	\$ 50,630	\$ 50,630	\$ 50,630
HOSE AND FITTINGS	\$ 2,722	\$ 5,756	\$ 31,942	\$ 4,800	\$ 4,800
TRAVEL	\$ 1,173	\$ 1,000	\$ 1,000	\$ 750	\$ 750
TELEPHONE	\$ 2,492	\$ 4,391	\$ 4,791	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 5,640	\$ 5,640	\$ 5,640
WIRELESS AIR CARDS	\$ 10,961	\$ 9,600	\$ 9,600	\$ 9,600	\$ 9,600
POSTAGE	\$ 368	\$ 450	\$ 450	\$ 450	\$ 450
ELECTRIC POWER	\$ 34,793	\$ 36,781	\$ 46,564	\$ 40,576	\$ 40,576
NATURAL GAS	\$ 11,507	\$ 13,542	\$ 21,131	\$ 13,438	\$ 13,438
CITY UTILITIES	\$ 11,790	\$ 12,096	\$ 12,583	\$ 11,486	\$ 11,486
BUILDINGS & GROUNDS	\$ 18,993	\$ 21,000	\$ 24,270	\$ 22,000	\$ 22,000
B/G CONTRACTED SERVICES	\$ 17,801	\$ 18,539	\$ 19,153	\$ 19,153	\$ 19,153
MAINT EQUIPMENT	\$ 35,025	\$ 36,481	\$ 36,481	\$ 18,269	\$ 18,269
MAINT RADIO	\$ 37,595	\$ -	\$ -	\$ -	\$ -
MAINT AUTO	\$ 117,585	\$ 77,000	\$ 79,500	\$ 77,000	\$ 77,000
TRAINING	\$ 28,559	\$ 37,073	\$ 37,073	\$ 25,073	\$ 25,073
COPIER CONTRACT EXPENSE	\$ 3,808	\$ 5,200	\$ 4,500	\$ 4,500	\$ 4,500
INSURANCE PREMIUMS	\$ 12,856	\$ 13,326	\$ 14,272	\$ 14,011	\$ 14,011
INSURANCE CLAIMS	\$ 6,407	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 6,753	\$ 7,194	\$ 7,899	\$ 7,694	\$ 7,694
MISCELLANEOUS EXPENSE	\$ 114,334	\$ -	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ 51,140	\$ 89,906	\$ 107,018	\$ 46,399	\$ 46,399
CONTRACTED SERVICES	\$ 450	\$ 1,120	\$ -	\$ -	\$ -
ANNEXATION EXPENSES	\$ 2,653	\$ 1,822	\$ 1,822	\$ 1,822	\$ 1,822
PROFESSIONAL SERVICES	\$ 22,959	\$ 27,655	\$ 27,655	\$ 27,655	\$ 27,655
TRANSFER - CAP RESERVE FUND	\$ 404,940	\$ 555,263	\$ 580,682	\$ 580,682	\$ 580,682
<b>Operations Total</b>	<b>\$ 1,260,230</b>	<b>\$ 1,201,219</b>	<b>\$ 1,336,007</b>	<b>\$ 1,142,990</b>	<b>\$ 1,142,990</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 975	\$ -	\$ 62,174	\$ -	\$ -
C O ROOF / HVAC	\$ -	\$ 183,469	\$ -	\$ -	\$ -
C O BUILDINGS	\$ 571,918	\$ 400,000	\$ 100,000	\$ 100,000	\$ 100,000
C O BLDG & GRNDS	\$ -	\$ -	\$ 260,773	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 572,893</b>	<b>\$ 583,469</b>	<b>\$ 422,947</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
<b>Grand Total</b>	<b>\$ 6,984,360</b>	<b>\$ 7,288,511</b>	<b>\$ 7,867,752</b>	<b>\$ 7,224,747</b>	<b>\$ 7,224,747</b>



### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Fire Chief	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Fire Safety Education Coordinator	1	1	1	1	1
Battalion Chief	6	6	6	6	6
Fire Captain / District Captain <sup>1</sup>	11	10	10	10	10
Fire Lieutenant	8	8	8	8	8
Fire Engineer	17	17	17	17	17
Fire Control Specialist I/II (SAFER) <sup>2</sup>	0	0	9	9	9
Fire Control Specialist I/II	34	34	34	34	34
Fire Control Specialist Pool (TPT)	1	1	1	1	1
Hydrant Maintenance (TFT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>82</b>	<b>81</b>	<b>90</b>	<b>90</b>	<b>90</b>

<sup>1</sup>Temporary overhire FY18, eliminated FY19

<sup>2</sup>Positions added from SAFER Grant

### CAPITAL OUTLAY

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>Fire Administration (000)</b>			
Station 3 Soft Costs	\$ 100,000	\$ 100,000	\$ 100,000
<b>Fire Station #1 (351)</b>			
Bay Door Replacement	5,000	-	-
E. Innes St. Entrance Driveway	35,000	-	-
<b>Fire Station #2 (352)</b>			
Repair Driveway Apron	15,000	-	-
<b>Fire Station #6 (356)</b>			
Training Building for Simulator	7,000	-	-
Equipment and Furnishings	198,773	-	-
CPAT Euipment for Training	42,859	-	-
Equipment and Furnishings for Training Division	19,315	-	-
<b>Total Capital Outlay</b>	<b>\$ 422,947</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>





**STATEMENT OF PURPOSE**

To manage, monitor, and maintain the state of the art Salisbury/Rowan Countywide Telecommunications System in the areas of radio, 9-1-1 cable, and emergency services communications and to specify, recommend, and implement solutions for the city's communications needs.

**PERFORMANCE GOALS**

1. Radio system is a fully functional 4-Site System with Rowan County. Strive to keep the system performing at its best level.
2. Maintain the County Fire and EMS VHF Systems to its specification levels.
3. Continue working to enhance and maintain security at the tower site.
4. Continue working and support SRU with the Countywide SCADA network.
5. Maintain the backup Communication Center in Kannapolis as well as the new console at the Telecommunication's shop.
6. Work with Motorola to obtain proper training for the new radio system so that our shop can maintain the same.
7. Continue to provide the absolute best quality of service/customer service to our City departments and to our Rowan County customers.
8. Continue to work with and support Rowan County 9-1-1 Communication Center.
9. Major reprogramming of City/County public safety radios to add mutual aid talk groups and updated talk groups.
10. Continue to work with Rowan County on inter-local and maintenance agreements.

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 140,748	\$ 178,121	\$ 185,422	\$ 185,422	\$ 185,422
OVERTIME SALARIES	\$ 63	\$ 500	\$ 500	\$ 500	\$ 500
PART TIME SALARIES	\$ 9,762	\$ 10,556	\$ 10,597	\$ 10,597	\$ 10,597
FICA TAX	\$ 10,830	\$ 14,307	\$ 15,035	\$ 15,035	\$ 15,035
RETIREMENT	\$ 10,427	\$ 13,808	\$ 17,142	\$ 16,770	\$ 16,770
401(K) EMPLOYER CONTRIBUTION	\$ 4,127	\$ 5,295	\$ 5,578	\$ 5,578	\$ 5,578
HEALTH CARE	\$ 19,638	\$ 31,057	\$ 29,252	\$ 29,252	\$ 29,252
LIFE INSURANCE	\$ 332	\$ 444	\$ 463	\$ 460	\$ 460
EMP SEC INS	\$ 738	\$ 113	\$ 1,942	\$ 1,360	\$ 1,360
WORKERS COMPENSATION	\$ 8,400	\$ 9,000	\$ 9,400	\$ 9,000	\$ 9,000
<b>Personnel Total</b>	<b>\$ 205,067</b>	<b>\$ 263,201</b>	<b>\$ 275,331</b>	<b>\$ 273,974</b>	<b>\$ 273,974</b>

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
UNIFORMS	\$ 434	\$ 475	\$ 475	\$ 475	\$ 475
GAS & OIL	\$ 1,971	\$ 2,169	\$ 4,479	\$ 3,429	\$ 3,429
DEPARTMENT SUPPLIES	\$ 258	\$ 397	\$ 425	\$ 397	\$ 397
TRAVEL	\$ 581	\$ 1,200	\$ 3,300	\$ 1,500	\$ 1,500
TELEPHONE	\$ 1,046	\$ 2,623	\$ 2,623	\$ 1,648	\$ 1,648
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
WIRELESS AIR CARDS	\$ 456	\$ 480	\$ 960	\$ 960	\$ 960
POSTAGE	\$ 148	\$ 250	\$ 275	\$ 225	\$ 225
ELECTRIC POWER	\$ 16,567	\$ 16,902	\$ 18,554	\$ 17,240	\$ 17,240
BUILDINGS & GROUNDS	\$ 2,733	\$ 700	\$ 700	\$ 700	\$ 700
B/G CONTRACTED SERVICES	\$ 2,887	\$ 3,108	\$ 2,938	\$ 2,938	\$ 2,938
MAINT EQUIPMENT	\$ 6,012	\$ 22,100	\$ 29,676	\$ 22,100	\$ 22,100
MAINT RADIO	\$ 7,120	\$ 29,542	\$ 30,000	\$ 15,000	\$ 15,000
MAINT AUTO	\$ 293	\$ 838	\$ 920	\$ 838	\$ 838
TRAINING	\$ -	\$ 700	\$ 700	\$ 700	\$ 700
COPIER CONTRACT EXPENSE	\$ 251	\$ 300	\$ 300	\$ 300	\$ 300
INSURANCE PREMIUMS	\$ 1,191	\$ 1,548	\$ 1,699	\$ 1,668	\$ 1,668
DUES & SUBSCRIPTIONS	\$ 177	\$ 252	\$ 252	\$ 197	\$ 197
MISCELLANEOUS EXPENSE	\$ 65	\$ 150	\$ 150	\$ 150	\$ 150
CONTRACTED SERVICES	\$ 253,632	\$ 261,468	\$ 254,715	\$ 254,715	\$ 254,715
TRANSFER - CAP RESERVE FUND	\$ 97,745	\$ 72,525	\$ 63,865	\$ 63,865	\$ 63,865
<b>Operations Total</b>	<b>\$ 393,568</b>	<b>\$ 417,727</b>	<b>\$ 418,854</b>	<b>\$ 390,893</b>	<b>\$ 390,893</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 8,891	\$ -	\$ 11,670	\$ -	\$ -
C O COMPUTER EQUIPMENT	\$ -	\$ 2,000	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 8,891</b>	<b>\$ 2,000</b>	<b>\$ 11,670</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 607,526</b>	<b>\$ 682,928</b>	<b>\$ 705,855</b>	<b>\$ 664,867</b>	<b>\$ 664,867</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Telecommunications Manager	1	1	1	1	1
Telecommunications Technician	2	2	2	2	2
Telecommunications Assistant (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

### CAPITAL OUTLAY

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
Upgrade DiagnostX Box at Tower Site	\$ 11,670	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 11,670</b>	<b>\$ -</b>	<b>\$ -</b>

**Facilities Maintenance**

**551**

**STATEMENT OF PURPOSE**

To provide the City with support services associated with maintaining viable space from which city operations can occur. To manage the preventative maintenance of city facilities. To remain actively involved in capital improvement projects throughout the City for various departments, as projects arise and funding is available.

**PERFORMANCE GOALS**

1. Carry out repairs for all facility infrastructure as needed.
2. Complete projects in a timely and efficient manner.

**PERFORMANCE MEASURES**

	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
<b>Workload</b>			
Square Feet Maintained	459,568	454,799	476,139
Average Age of Facilities (years)	53	54	54
Square Feet Maintained Per FTE	76,595	75,800	79,357

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 177,179	\$ 198,585	\$ 192,391	\$ 192,391	\$ 192,391
OVERTIME SALARIES	\$ 5,709	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
FICA TAX	\$ 13,023	\$ 15,542	\$ 15,100	\$ 15,100	\$ 15,100
RETIREMENT	\$ 13,669	\$ 15,841	\$ 18,200	\$ 17,805	\$ 17,805
401(K) EMPLOYER CONTRIBUTION	\$ 5,410	\$ 6,078	\$ 5,922	\$ 5,922	\$ 5,922
HEALTH CARE	\$ 43,963	\$ 50,629	\$ 52,688	\$ 50,629	\$ 50,629
LIFE INSURANCE	\$ 412	\$ 487	\$ 476	\$ 470	\$ 470
EMP SEC INS	\$ 45	\$ 117	\$ 1,882	\$ 1,318	\$ 1,318
WORKERS COMPENSATION	\$ 10,500	\$ 11,250	\$ 11,750	\$ 11,250	\$ 11,250
<b>Personnel Total</b>	<b>\$ 269,910</b>	<b>\$ 303,529</b>	<b>\$ 303,409</b>	<b>\$ 299,885</b>	<b>\$ 299,885</b>
<b>Operations</b>					
UNIFORMS	\$ 1,480	\$ 1,550	\$ 2,200	\$ 1,900	\$ 1,900
EXPENDABLE EQUIPMENT	\$ 1,371	\$ 918	\$ 3,917	\$ 500	\$ 500
GAS & OIL	\$ 2,405	\$ 2,039	\$ 5,070	\$ 4,376	\$ 4,376
DEPARTMENT SUPPLIES	\$ 678	\$ 700	\$ 1,000	\$ 395	\$ 395
TELEPHONE	\$ 339	\$ 300	\$ 732	\$ 732	\$ 732
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
B&G OTHER DEPTS	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -
MAINT EQUIPMENT	\$ 102	\$ -	\$ 500	\$ -	\$ -
MAINT AUTO	\$ 1,654	\$ 776	\$ 1,000	\$ 500	\$ 500
TRAINING	\$ -	\$ 275	\$ 1,275	\$ -	\$ -
COPIER CONTRACT EXPENSE	\$ -	\$ -	\$ -	\$ 300	\$ 300
INSURANCE PREMIUMS	\$ 498	\$ 523	\$ 568	\$ 558	\$ 558
MISCELLANEOUS EXPENSE	\$ -	\$ 500	\$ 300	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 162	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 3,330	\$ 4,966	\$ 4,616	\$ 4,616	\$ 4,616
<b>Operations Total</b>	<b>\$ 12,019</b>	<b>\$ 27,547</b>	<b>\$ 38,026</b>	<b>\$ 15,725</b>	<b>\$ 15,725</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 281,929</b>	<b>\$ 331,076</b>	<b>\$ 341,435</b>	<b>\$ 315,610</b>	<b>\$ 315,610</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Maintenance Supervisor	1	2	2	2	2
Maintenance Worker I/II	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
TOTAL <sup>1</sup>	3	5	5	5	5

<sup>1</sup>Position transferred from Parks and Recreation (621)



**STATEMENT OF PURPOSE**

To provide lighting on public streets and municipal property.

**PERFORMANCE GOALS**

1. Administer citizen requests for improved street lighting in accordance with the City's neighborhood street lighting petition policy.
2. Improve street lighting along thoroughfares in accordance with approved funding.

**PERFORMANCE MEASURES**

	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
<b>Street Lights</b>			
Duke Energy Leased	4528	4628	4728
City Owned within Public R/W	99	99	99
Citizen Reported Outages Reported/Corrected	328	300	300
Total Street Lighting Petitions Created	11	10	10
Total Street Lighting Projects Designed	9	10	10

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
POSTAGE	\$ 29	\$ 20	\$ 25	\$ 25	\$ 25
STREET LIGHTING	\$ 564,531	\$ 567,350	\$ 594,350	\$ 498,350	\$ 498,350
SPECIAL PROJECTS	\$ 9,513	\$ 37,030	\$ 32,772	\$ 32,772	\$ 32,772
<b>Operations Total</b>	\$ 574,072	\$ 604,400	\$ 627,147	\$ 531,147	\$ 531,147
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 574,072	\$ 604,400	\$ 627,147	\$ 531,147	\$ 531,147

### STATEMENT OF PURPOSE

To provide a centralized source of general engineering services for the City. Primary duties include traffic engineering, GIS services, reviewing plans for private development, administering special projects, management and execution of facilities contracted services, and serving as liaison to the Cabarrus Rowan MPO, NCDOT, and NCDEQ.

### PERFORMANCE GOALS

1. Participate in Technical Review Committee and Plan Review Committee.
2. Manage the Signal System to ensure compliance with standards and establish efficient timing plans.
3. Address citizen requests concerning traffic related issues.
4. Administer GIS services.
5. Coordinate efforts with Cabarrus Rowan MPO.
6. Design and manage various grants and construction projects.
7. Coordinate projects with NCDOT.
8. Serve as Subdivision Administrator.
9. Administer National Flood Insurance Program (NFIP).
10. Administer Downtown ROW Use Permits.
11. Administer street and alley closings in accordance with General Statutes.
12. Administer voluntary annexations in accordance with General Statutes.
13. Participate in monthly SNAG meetings.

### PERFORMANCE MEASURES

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Projected</u></b>
<b>Engineering Plan Review</b>			
Number of Projects Reviewed	68	46	55
<b>Permits</b>			
Floodplain	2	2	4
Water	9	3	7
Sewer	8	3	7
Stormwater BMP	4	5	4
Right-of-Way Use	25	15	15
<b>Traffic Engineering</b>			
Major Studies	8	10	10
Petitions	3	10	10
Permanent Street/Alley Closings	0	0	0
<b>Geographic Information Services</b>			
Web Applications Created	5	3	2
Web Applications Maintained	29	32	34
Cartographic Products Created/Modified	65	70	75
Citizen Reported Issues Screened	400	450	500
Data Requests Fulfilled	15	20	25
Users Supported	35	40	40
User Support Cases	60	70	80
Data Collection Projects Conducted/Supported	4	4	4
Major Analysis Projects	4	3	3
Minor Analysis Projects	10	12	14
Addresses Input/Corrected	247	250	250
Information Requests Fulfilled	45	50	50

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 408,107	\$ 495,635	\$ 606,017	\$ 606,017	\$ 606,017
OVERTIME SALARIES	\$ 2,701	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
FICA TAX	\$ 29,400	\$ 38,149	\$ 46,742	\$ 46,742	\$ 46,742
RETIREMENT	\$ 32,870	\$ 38,997	\$ 56,336	\$ 55,115	\$ 55,115
401(K) EMPLOYER CONTRIBUTION	\$ 12,146	\$ 14,962	\$ 18,329	\$ 18,329	\$ 18,329
HEALTH CARE	\$ 61,445	\$ 76,655	\$ 74,596	\$ 85,550	\$ 85,550
LIFE INSURANCE	\$ 918	\$ 1,231	\$ 1,512	\$ 1,500	\$ 1,500
EMP SEC INS	\$ 147	\$ 296	\$ 6,000	\$ 4,199	\$ 4,199
WORKERS COMPENSATION	\$ 14,700	\$ 15,750	\$ 18,800	\$ 18,000	\$ 18,000
<b>Personnel Total</b>	<b>\$ 562,434</b>	<b>\$ 686,675</b>	<b>\$ 833,332</b>	<b>\$ 840,452</b>	<b>\$ 840,452</b>
<b>Operations</b>					
MEETING EXPENSES	\$ -	\$ 150	\$ 200	\$ -	\$ -
GAS & OIL	\$ 931	\$ 1,015	\$ 1,018	\$ 951	\$ 951
DEPARTMENT SUPPLIES	\$ 4,874	\$ 2,500	\$ 6,020	\$ 3,000	\$ 3,000
TRAVEL	\$ 2,062	\$ 2,800	\$ 3,000	\$ 2,800	\$ 2,800
TELEPHONE	\$ 269	\$ 265	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 2,544	\$ 2,544	\$ 2,544
WIRELESS AIR CARDS	\$ 1,368	\$ 1,440	\$ 1,440	\$ 1,440	\$ 1,440
POSTAGE	\$ 782	\$ 800	\$ 800	\$ 600	\$ 600
MAINT CMPT SOFTWARE	\$ 43,006	\$ 45,036	\$ 46,046	\$ 46,046	\$ 46,046
MAINT AUTO	\$ 398	\$ 560	\$ 500	\$ 500	\$ 500
ADVERTISING	\$ 771	\$ 600	\$ 1,500	\$ 1,200	\$ 1,200
TRAINING	\$ 2,919	\$ 4,500	\$ 5,000	\$ 3,000	\$ 3,000
COPIER CONTRACT EXPENSE	\$ 2,530	\$ 2,500	\$ 3,000	\$ 3,000	\$ 3,000
INSURANCE PREMIUMS	\$ 188	\$ 198	\$ 215	\$ 211	\$ 211
DUES & SUBSCRIPTIONS	\$ 613	\$ 945	\$ 1,900	\$ 1,900	\$ 1,900
MISCELLANEOUS EXPENSE	\$ 379	\$ 450	\$ 500	\$ 450	\$ 450
SPECIAL PROJECTS	\$ 1,021,935	\$ 3,118,316	\$ 2,851,000	\$ 2,746,000	\$ 2,746,000
CONTRACTED SERVICES	\$ 32,976	\$ 32,976	\$ 32,976	\$ 32,976	\$ 32,976
PROFESSIONAL SERVICES	\$ 21,761	\$ 20,632	\$ 24,000	\$ 19,387	\$ 19,387
TRANSFER - CAP RESERVE FUND	\$ 5,909	\$ 6,474	\$ 5,258	\$ 5,258	\$ 5,258
<b>Operations Total</b>	<b>\$ 1,143,669</b>	<b>\$ 3,242,157</b>	<b>\$ 2,986,917</b>	<b>\$ 2,871,263</b>	<b>\$ 2,871,263</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,706,103</b>	<b>\$ 3,928,832</b>	<b>\$ 3,820,249</b>	<b>\$ 3,711,715</b>	<b>\$ 3,711,715</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
City Engineer	1	1	1	1	1
Engineer	1	1	1	1	1
Engineer Technician	1	1	1	1	1
GIS Coordinator	1	1	1	1	1
Project Manager	1	1	2	2	2
Traffic Engineer Coordinator	1	1	1	1	1
Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	7	8	8	8





**STATEMENT OF PURPOSE**

To serve as the central management and administration source for activities and operations related to the Public Services Department including Fleet Management, Signs and Marking Operations, Cemetery, Facility Maintenance, Grounds Maintenance, Solid Waste Management, Street Division, Stormwater Utility, and Telecommunications services.

**PERFORMANCE GOALS**

1. Carry out all responsibilities given to the department for the citizens and employees of Salisbury.
2. Meet the needs of the divisions under Public Services.

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 194,593	\$ 201,745	\$ 194,238	\$ 194,238	\$ 194,238
OVERTIME SALARIES	\$ -	\$ 100	\$ 100	\$ 100	\$ 100
FICA TAX	\$ 14,045	\$ 15,333	\$ 14,868	\$ 14,868	\$ 14,868
RETIREMENT	\$ 14,316	\$ 15,485	\$ 17,917	\$ 17,529	\$ 17,529
401(K) EMPLOYER CONTRIBUTION	\$ 5,666	\$ 5,941	\$ 5,830	\$ 5,830	\$ 5,830
HEALTH CARE	\$ 28,472	\$ 29,252	\$ 33,753	\$ 31,694	\$ 31,694
LIFE INSURANCE	\$ 452	\$ 494	\$ 485	\$ 482	\$ 482
EMP SEC INS	\$ 65	\$ 119	\$ 1,928	\$ 1,350	\$ 1,350
WORKERS COMPENSATION	\$ 6,300	\$ 6,750	\$ 7,050	\$ 6,750	\$ 6,750
<b>Personnel Total</b>	<b>\$ 263,908</b>	<b>\$ 275,219</b>	<b>\$ 276,169</b>	<b>\$ 272,841</b>	<b>\$ 272,841</b>
<b>Operations</b>					
UNIFORMS	\$ 878	\$ 900	\$ 900	\$ 900	\$ 900
GAS & OIL	\$ 255	\$ 220	\$ 1,824	\$ 1,086	\$ 1,086
DEPARTMENT SUPPLIES	\$ 2,065	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100
TRAVEL	\$ 208	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100
AUTO ALLOWANCE	\$ -	\$ -	\$ 2,584	\$ 2,584	\$ 2,584
TELEPHONE	\$ 215	\$ 300	\$ 300	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
POSTAGE	\$ 269	\$ 123	\$ 123	\$ 123	\$ 123
BUILDINGS & GROUNDS	\$ 204	\$ 300	\$ 300	\$ 300	\$ 300
B/G CONTRACTED SERVICES	\$ 3,121	\$ 3,066	\$ 3,087	\$ 3,087	\$ 3,087
MAINT AUTO	\$ 1,155	\$ 340	\$ 340	\$ 340	\$ 340
COPIER CONTRACT EXPENSE	\$ 944	\$ 1,000	\$ 1,100	\$ 1,100	\$ 1,100
INSURANCE PREMIUMS	\$ -	\$ 618	\$ 680	\$ 668	\$ 668
DUES & SUBSCRIPTIONS	\$ 177	\$ 190	\$ 190	\$ 190	\$ 190
MISCELLANEOUS EXPENSE	\$ 737	\$ 800	\$ 800	\$ 800	\$ 800
TRANSFER - CAP RESERVE FUND	\$ 8,100	\$ 5,700	\$ 5,000	\$ 5,000	\$ 5,000
<b>Operations Total</b>	<b>\$ 18,329</b>	<b>\$ 16,757</b>	<b>\$ 21,472</b>	<b>\$ 20,422</b>	<b>\$ 20,422</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 282,237</b>	<b>\$ 291,976</b>	<b>\$ 297,641</b>	<b>\$ 293,263</b>	<b>\$ 293,263</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Public Services Director	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	3	3	3	3	3



## STATEMENT OF PURPOSE

To manage the maintenance and improvements to infrastructure including pavement, sidewalks, traffic signs, street signs, pavement markings, bridges, and curbing inside of city maintained rights-of-way. Administers maintenance projects with revenue received from the State of North Carolina through the Powell Bill Fund. Removes snow and ice during inclement weather. Assist other departments with maintenance, construction, and general labor as needed.

## PERFORMANCE GOALS

### Administration (000)

- Plan, design, budget, direct, and support the construction and maintenance of city streets, traffic signs, street signs, pavement markings, and sidewalks.
- Provide inspections for all new construction.
- Maintain the City's Powell Bill records.
- Coordinate with state inspectors to ensure proper maintenance to all city maintained bridges.
- Oversee Stormwater Utility.
- Oversee the collection and disposal of solid waste and recycling.
- Oversee operational responses during inclement weather.

### Street Maintenance (420)

- Perform maintenance to city streets and parking facilities not covered under the guidelines of Powell Bill Funding.
- Perform paving and patching to street cuts as a result of the work efforts of various utilities.

### Concrete Construction (421)

- Provide maintenance and repair to city sidewalks, driveways and curbs.
- Respond to request from contractors and property owners to install or repair new concrete facilities.

### Signs and Markings (422)

- Provide maintenance and repair to traffic control signs, street signs, and pavement markings per MUTCD standards.

### Streets Miscellaneous Activities (425)

- Provide general labor and support to other city divisions and departments.

### Powell Bill Paving & Resurfacing (426)

- Provide maintenance, repairs, and paving to the City's 172 miles of streets as defined by budget funding.

### Powell Bill Bridge Maintenance/Snow (427)

- Provide maintenance to the decking, pavement, and related bridge facilities.
- Maintain streets, walks, and parking facilities in a passable condition during periods of snow and ice.

### Powell Bill-Concrete Construction (429)

- Provide maintenance, repair, and installation to city curb and gutter, sidewalks, and bike pathways.

## PERFORMANCE MEASURES

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b><u>Asphalt Maintenance</u></b>			
Lane Miles of Streets Paved	6.90	6.80	6.70
Lane Miles of Streets Maintained	347	347	347
Repairs Made by Street Division	260	273	287
Potholes Filled	945	992	1,042
<b><u>Concrete Maintenance</u></b>			
Sidewalks Installed, LF	2,876	3,020	3,171
Curb & Gutter Installed, LF	749	786	825

## BUDGET REQUEST

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 599,777	\$ 709,831	\$ 765,317	\$ 765,317	\$ 765,317
OVERTIME SALARIES	\$ 16,494	\$ 22,500	\$ 17,000	\$ 17,000	\$ 17,000
PART TIME SALARIES	\$ 2,955	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 44,557	\$ 55,836	\$ 59,846	\$ 59,846	\$ 59,846
RETIREMENT	\$ 46,036	\$ 57,077	\$ 72,130	\$ 70,566	\$ 70,566
401(K) EMPLOYER CONTRIBUTION	\$ 18,222	\$ 21,897	\$ 23,472	\$ 23,472	\$ 23,472
HEALTH CARE	\$ 139,621	\$ 180,650	\$ 190,543	\$ 190,543	\$ 190,543
LIFE INSURANCE	\$ 1,325	\$ 1,780	\$ 1,908	\$ 1,896	\$ 1,896
EMP SEC INS	\$ 212	\$ 430	\$ 7,580	\$ 5,305	\$ 5,305
WORKERS COMPENSATION	\$ 35,700	\$ 40,500	\$ 42,300	\$ 40,500	\$ 40,500
<b>Personnel Total</b>	<b>\$ 904,898</b>	<b>\$ 1,090,501</b>	<b>\$ 1,180,096</b>	<b>\$ 1,174,445</b>	<b>\$ 1,174,445</b>
<b>Operations</b>					
UNIFORMS	\$ 7,650	\$ 9,000	\$ 9,000	\$ 9,000	\$ 9,000
EXPENDABLE EQUIPMENT	\$ 11,571	\$ 11,700	\$ 11,700	\$ 11,700	\$ 11,700
STREET NAME SIGNS	\$ 4,970	\$ 5,210	\$ 5,210	\$ 5,210	\$ 5,210
TRAFFIC PAVEMENT MARKINGS	\$ 13,576	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
TRAFFIC SIGNS & POST	\$ 7,862	\$ 8,275	\$ 8,275	\$ 8,275	\$ 8,275
DRIVE & WALK PAVING	\$ 34,355	\$ 30,000	\$ 30,000	\$ 35,000	\$ 35,000
CONSTRUCTION	\$ 5,507	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
SNOW MATERIALS	\$ -	\$ 7,590	\$ 7,590	\$ 7,590	\$ 7,590
MATERIALS NEW STREETS	\$ 17,436	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
MATERIALS ST MAINT	\$ 26,100	\$ 25,000	\$ 25,000	\$ 30,000	\$ 30,000
MATERIALS - CONCRETE	\$ 13,883	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
GAS & OIL	\$ 61,199	\$ 68,901	\$ 95,304	\$ 80,331	\$ 80,331
DEPARTMENT SUPPLIES	\$ 5,528	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
TRAVEL	\$ 3,699	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
TELEPHONE	\$ 295	\$ 444	\$ 444	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 3,072	\$ 3,072	\$ 3,072
POSTAGE	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50
ELECTRIC POWER	\$ 4,301	\$ 4,118	\$ 5,549	\$ 4,895	\$ 4,895
NATURAL GAS	\$ 5,023	\$ 4,606	\$ 7,561	\$ 5,032	\$ 5,032
CITY UTILITIES	\$ 1,589	\$ 1,688	\$ 2,254	\$ 2,251	\$ 2,251
PRINTING	\$ 29	\$ 500	\$ 500	\$ 500	\$ 500
BUILDINGS & GROUNDS	\$ 4,884	\$ 1,750	\$ 1,750	\$ 3,000	\$ 3,000
B/G CONTRACTED SERVICES	\$ 10,078	\$ 5,528	\$ 4,433	\$ 4,433	\$ 4,433
MAINT EQUIPMENT	\$ 52,096	\$ 40,308	\$ 40,308	\$ 39,684	\$ 39,684
MAINT RADIO	\$ 235	\$ -	\$ -	\$ -	\$ -
MAINT AUTO	\$ 33,474	\$ 24,372	\$ 24,372	\$ 24,372	\$ 24,372
VEHICLE DAMAGE REPAIR	\$ 3,717	\$ -	\$ -	\$ -	\$ -
STREET MAINTENANCE	\$ 433,648	\$ 500,000	\$ 550,000	\$ 500,000	\$ 500,000
TRAINING	\$ 1,341	\$ 3,939	\$ 3,939	\$ 3,939	\$ 3,939
COPIER CONTRACT EXPENSE	\$ 1,249	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
INSURANCE PREMIUMS	\$ 16,939	\$ 14,489	\$ 15,812	\$ 15,524	\$ 15,524
INSURANCE CLAIMS	\$ 16,942	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 466	\$ 1,560	\$ 1,560	\$ 1,560	\$ 1,560
MISCELLANEOUS EXPENSE	\$ 7,365	\$ 2,640	\$ 2,640	\$ 2,640	\$ 2,640
SPECIAL PROJECTS	\$ 132,513	\$ -	\$ 330,000	\$ -	\$ -
CONTRACTED SERVICES	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 2,896	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000
TRANSFER - CAP RESERVE FUND	\$ 303,843	\$ 219,911	\$ 204,061	\$ 204,061	\$ 204,061
<b>Operations Total</b>	<b>\$ 1,246,308</b>	<b>\$ 1,082,679</b>	<b>\$ 1,481,484</b>	<b>\$ 1,083,219</b>	<b>\$ 1,083,219</b>

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Capital</b>					
C O ROOF / HVAC	\$ -	\$ -	\$ 20,640	\$ 20,640	\$ 20,640
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,640</b>	<b>\$ 20,640</b>	<b>\$ 20,640</b>
<b>Grand Total</b>	<b>\$ 2,151,206</b>	<b>\$ 2,173,180</b>	<b>\$ 2,682,220</b>	<b>\$ 2,278,304</b>	<b>\$ 2,278,304</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Administration (000)</b>					
Assistant Public Services Director	1	1	1	1	1
Maintenance Supervisor <sup>1</sup>	1	1	0	0	0
Maintenance Operations Manager/Sr. <sup>1,2</sup>	0	0	2	2	2
Parks & Recreation Maintenance Manager	0	1	1	1	1
<b>Street Maintenance (420)</b>					
Equipment Operator I/II <sup>3</sup>	1	1	0	0	0
Crew Leader <sup>4</sup>	0	2	1	1	1
Street Maintenance Supervisor <sup>2</sup>	0	1	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3,4</sup>	2	1	3	3	3
<b>Concrete Construction (421)</b>					
Crew Leader	1	0	0	0	0
Equipment Operator I/II <sup>3</sup>	3	2	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3</sup>	0	1	3	3	3
<b>Signs &amp; Marking (422)</b>					
Crew Leader <sup>5</sup>	1	0	1	1	1
Equipment Operator I/II <sup>3</sup>	1	1	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3</sup>	0	0	1	1	1
<b>Street Misc. Activities (425)</b>					
Crew Leader	1	2	2	2	2
Equipment Operator I/II <sup>5</sup>	1	1	0	0	0
<b>Powell Bill-Paving &amp; Resurfacing (426)</b>					
Maintenance Worker I/II/III/Sr.	1	1	1	1	1
<b>Powell Bill-Street Maintenance (427)</b>					
Maintenance Worker I/II/III/Sr.	1	1	1	1	1
<b>Powell Bill-Concrete Construction (429)</b>					
Equipment Operator I/II <sup>3</sup>	1	1	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3</sup>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL<sup>1</sup></b>	<b>16</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>

<sup>1</sup>Positions reclassified from Maintenance Supervisor to Maintenance Operations Manager/Sr.

<sup>2</sup>Position reclassified from Street Maintenance Supervisor (420) to Maintenance Operations Manager/Sr. (000)

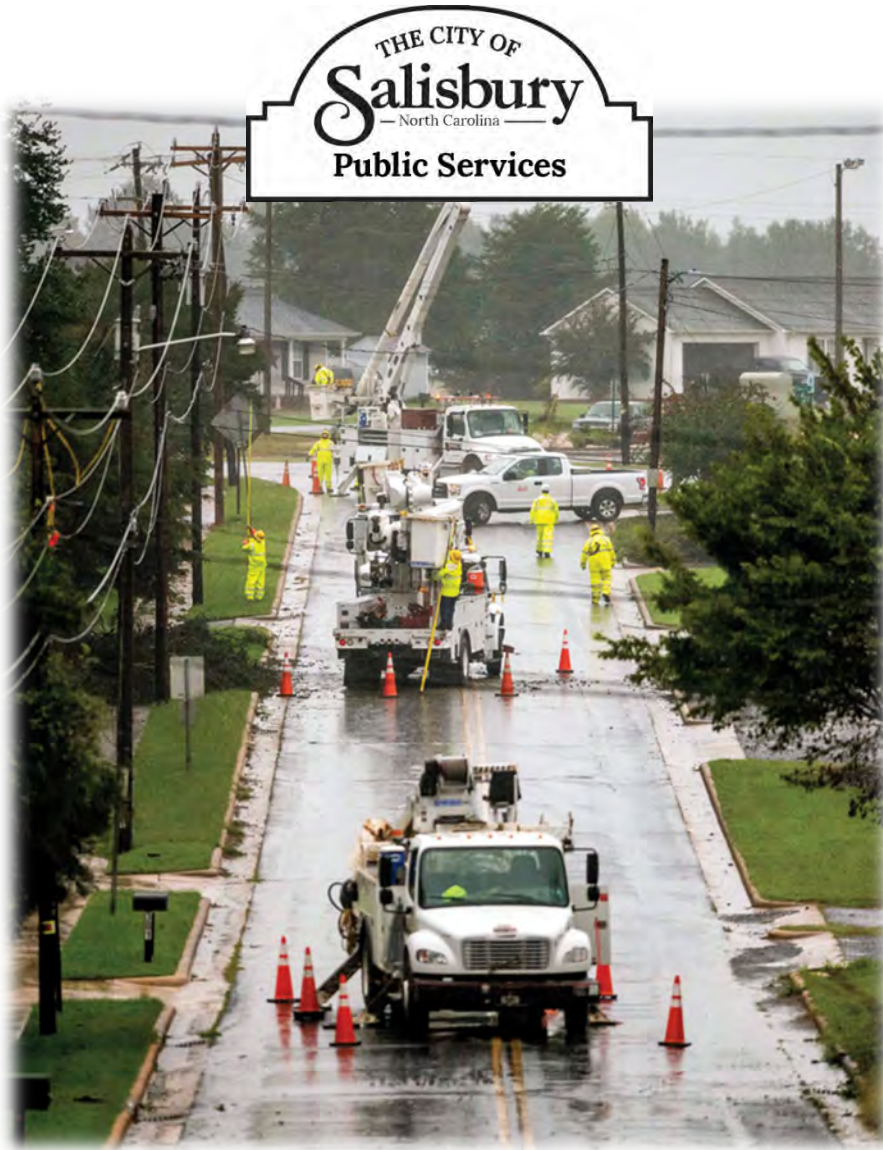
<sup>3</sup>Position reclassified from Equipment Operator I/II to Maintenance Worker I/II/III/Sr.

<sup>4</sup>Position reclassified from Crew Leader to Maintenance Worker I/II/III/Sr.

<sup>5</sup>Position reclassified from Equipment Operator I/II (425) to Crew Leader (422)

## CAPITAL OUTLAY

	Requested	Mgr Recommends	Adopted
	FY 19-20	FY 19-20	FY 19-20
<b>Public Service-Street Admin (000)</b>			
HVAC Replacement	\$ 20,640	\$ 20,640	\$ 20,640
<b>Total Capital Outlay</b>	<b>\$ 20,640</b>	<b>\$ 20,640</b>	<b>\$ 20,640</b>





**STATEMENT OF PURPOSE**

To manage the collection and disposal of yard waste inside the city in compliance with federal and state regulations.

**PERFORMANCE GOALS**

To provide weekly limb and bagged yard debris collection citywide to coincide with the solid waste and recycling collection. Process and dispose of material within DENR regulations as cost efficient as possible.

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 190,891	\$ 156,039	\$ 141,421	\$ 141,421	\$ 141,421
OVERTIME SALARIES	\$ 5,383	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
PART TIME SALARIES	\$ 2,260	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 14,563	\$ 12,218	\$ 11,201	\$ 11,201	\$ 11,201
RETIREMENT	\$ 14,761	\$ 12,489	\$ 13,501	\$ 13,207	\$ 13,207
401(K) EMPLOYER CONTRIBUTION	\$ 5,842	\$ 4,791	\$ 4,393	\$ 4,393	\$ 4,393
HEALTH CARE	\$ 60,873	\$ 49,992	\$ 48,187	\$ 48,187	\$ 48,187
LIFE INSURANCE	\$ 471	\$ 386	\$ 353	\$ 350	\$ 350
EMP SEC INS	\$ 49	\$ 93	\$ 1,401	\$ 980	\$ 980
WORKERS COMPENSATION	\$ 10,500	\$ 11,250	\$ 11,750	\$ 11,250	\$ 11,250
<b>Personnel Total</b>	<b>\$ 305,594</b>	<b>\$ 252,258</b>	<b>\$ 237,207</b>	<b>\$ 235,989</b>	<b>\$ 235,989</b>
<b>Operations</b>					
UNIFORMS	\$ 3,588	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
EXPENDABLE EQUIPMENT	\$ 1,473	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
GAS & OIL	\$ 11,591	\$ 11,451	\$ 21,864	\$ 20,910	\$ 20,910
MAINT EQUIPMENT	\$ 10,533	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
MAINT AUTO	\$ 1,132	\$ -	\$ -	\$ -	\$ -
INSURANCE PREMIUMS	\$ 2,083	\$ 2,926	\$ 3,218	\$ 3,159	\$ 3,159
SPECIAL PROJECTS	\$ -	\$ -	\$ 150,000	\$ -	\$ -
CONTRACTED SERVICES	\$ 108,570	\$ 160,000	\$ 140,000	\$ 140,000	\$ 140,000
TRANSFER - CAP RESERVE FUND	\$ 50,333	\$ 34,116	\$ 64,116	\$ 64,116	\$ 64,116
<b>Operations Total</b>	<b>\$ 189,302</b>	<b>\$ 238,493</b>	<b>\$ 409,198</b>	<b>\$ 258,185</b>	<b>\$ 258,185</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 494,896</b>	<b>\$ 490,751</b>	<b>\$ 646,405</b>	<b>\$ 494,174</b>	<b>\$ 494,174</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Equipment Operator I/II <sup>1</sup>	2	1	0	0	0
Maintenance Worker I/II/III/Sr. <sup>1</sup>	<u>3</u>	<u>4</u>	<u>5</u>	<u>5</u>	<u>5</u>
TOTAL	5	5	5	5	5

<sup>1</sup>Positions reclassified

**STATEMENT OF PURPOSE**

To operate, maintain and develop seven municipal cemeteries totaling 79.65 acres of publically controlled burial grounds.

**PERFORMANCE GOALS**

1. Observe conditions of all cemeteries and report anything that needs to be addressed to the Grounds Maintenance Supervisor so he can schedule maintenance. This could include trash pickup, pruning, filling in low graves and requests by plot owners. This ensures that the City maintains well-groomed cemetery properties.
2. Provide prompt and courteous service to funeral directors and bereaved families in regard to interments and related services.
3. Assist families with special requests regarding the care of burial plots.
4. Assist public walk-ins with location of graves.
5. Promote columbarium services and plan future expansions.

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 54,559	\$ 56,132	\$ 58,003	\$ 58,003	\$ 58,003
FICA TAX	\$ 4,207	\$ 4,294	\$ 4,437	\$ 4,437	\$ 4,437
RETIREMENT	\$ 4,095	\$ 4,390	\$ 5,348	\$ 5,232	\$ 5,232
401(K) EMPLOYER CONTRIBUTION	\$ 1,621	\$ 1,684	\$ 1,740	\$ 1,740	\$ 1,740
HEALTH CARE	\$ 8,889	\$ 9,149	\$ 9,149	\$ 9,149	\$ 9,149
LIFE INSURANCE	\$ 130	\$ 140	\$ 145	\$ 144	\$ 144
EMP SEC INS	\$ 22	\$ 34	\$ 574	\$ 402	\$ 402
WORKERS COMPENSATION	\$ 2,100	\$ 2,250	\$ 2,350	\$ 2,250	\$ 2,250
<b>Personnel Total</b>	<b>\$ 75,623</b>	<b>\$ 78,073</b>	<b>\$ 81,746</b>	<b>\$ 81,357</b>	<b>\$ 81,357</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 454	\$ 500	\$ 500	\$ 500	\$ 500
UNIFORMS	\$ 257	\$ 300	\$ 300	\$ 300	\$ 300
EXPENDABLE EQUIPMENT	\$ 1,043	\$ 1,050	\$ 1,050	\$ 1,050	\$ 1,050
GAS & OIL	\$ 1,200	\$ 1,098	\$ 1,584	\$ 1,410	\$ 1,410
DEPARTMENT SUPPLIES	\$ 1,425	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
TELEPHONE	\$ 954	\$ 1,044	\$ 1,044	\$ -	\$ -
POSTAGE	\$ 149	\$ 150	\$ 150	\$ 150	\$ 150
ELECTRIC POWER	\$ 2,282	\$ 2,642	\$ 2,766	\$ 2,754	\$ 2,754
NATURAL GAS	\$ 1,021	\$ 901	\$ 1,460	\$ 878	\$ 878
CITY UTILITIES	\$ 2,920	\$ 3,009	\$ 3,916	\$ 3,678	\$ 3,678
BUILDINGS & GROUNDS	\$ 4,409	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
B/G CONTRACTED SERVICES	\$ 1,519	\$ 1,414	\$ 1,407	\$ 1,407	\$ 1,407
MAINT EQUIPMENT	\$ 4	\$ -	\$ -	\$ -	\$ -
MAINT RADIO	\$ -	\$ 150	\$ 150	\$ 150	\$ 150
MAINT AUTO	\$ 625	\$ 375	\$ 375	\$ 375	\$ 375
TRAINING	\$ 80	\$ 300	\$ 300	\$ 300	\$ 300
COPIER CONTRACT EXPENSE	\$ 158	\$ 250	\$ 250	\$ 250	\$ 250
INSURANCE PREMIUMS	\$ 357	\$ 542	\$ 568	\$ 558	\$ 558
DUES & SUBSCRIPTIONS	\$ 270	\$ 300	\$ 300	\$ 300	\$ 300
CONTRACTED SERVICES	\$ 4,400	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
PROFESSIONAL SERVICES	\$ 3,000	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 500	\$ 500	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 27,026</b>	<b>\$ 21,025</b>	<b>\$ 22,620</b>	<b>\$ 20,560</b>	<b>\$ 20,560</b>



	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Capital</b>					
C O ROOF / HVAC	\$ 6,180	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 6,180</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 108,829</b>	<b>\$ 99,098</b>	<b>\$ 104,366</b>	<b>\$ 101,917</b>	<b>\$ 101,917</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Cemetery Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>



**STATEMENT OF PURPOSE**

To manage the collection and disposal of solid waste and recyclable material inside the city in compliance with federal and state regulations. Educate the public on sustainable practices to increase recycling and minimize material that is disposed of at the Rowan County Landfill.

**PERFORMANCE GOALS**

1. Protect the public health, safety, and welfare by collecting and disposing solid waste and recycling material efficiently and in compliance with federal and state regulations.
2. Improve citywide recycling efforts and promote sustainable practices.

**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
Garbage Collected, Tons	8,922	9,100	9,300
Recycling Collected, Tons	1,839	1,868	1,900

**BUDGET REQUEST**

	<b>Actual</b>		<b>Budgeted</b>		<b>Requested</b>		<b>Mgr Recommends</b>		<b>Adopted</b>
	<b>FY17-18</b>		<b>FY18-19</b>		<b>FY19-20</b>		<b>FY19-20</b>		<b>FY19-20</b>
<b>Personnel</b>									
REGULAR SALARIES	\$ 256,585	\$	225,609	\$	227,621	\$	227,621	\$	227,621
OVERTIME SALARIES	\$ 32,289	\$	10,000	\$	10,000	\$	10,000	\$	10,000
PART TIME SALARIES	\$ 240	\$	-	\$	-	\$	-	\$	-
FICA TAX	\$ 21,192	\$	17,886	\$	18,179	\$	18,179	\$	18,179
RETIREMENT	\$ 21,706	\$	18,283	\$	21,908	\$	21,434	\$	21,434
401(K) EMPLOYER CONTRIBUTION	\$ 8,592	\$	7,014	\$	7,128	\$	7,128	\$	7,128
HEALTH CARE	\$ 70,362	\$	59,141	\$	63,642	\$	61,583	\$	61,583
LIFE INSURANCE	\$ 579	\$	560	\$	569	\$	565	\$	565
EMP SEC INS	\$ 85	\$	135	\$	2,256	\$	1,580	\$	1,580
WORKERS COMPENSATION	\$ 14,700	\$	13,500	\$	14,100	\$	13,500	\$	13,500
<b>Personnel Total</b>	<b>\$ 426,331</b>	<b>\$</b>	<b>352,128</b>	<b>\$</b>	<b>365,403</b>	<b>\$</b>	<b>361,590</b>	<b>\$</b>	<b>361,590</b>
<b>Operations</b>									
UNIFORMS	\$ 2,899	\$	3,000	\$	3,000	\$	3,000	\$	3,000
GAS & OIL	\$ 76,807	\$	60,328	\$	133,621	\$	96,941	\$	96,941
DEPARTMENT SUPPLIES	\$ 4,781	\$	4,800	\$	4,800	\$	4,800	\$	4,800
TRAVEL	\$ -	\$	-	\$	1,000	\$	500	\$	500
TELEPHONE	\$ 107	\$	120	\$	120	\$	-	\$	-
CELL PHONE STIPEND	\$ -	\$	-	\$	924	\$	924	\$	924
POSTAGE	\$ 50	\$	50	\$	50	\$	50	\$	50
ELECTRIC POWER	\$ 7,925	\$	8,590	\$	9,432	\$	8,763	\$	8,763
NATURAL GAS	\$ 4,954	\$	4,379	\$	7,086	\$	4,703	\$	4,703
CITY UTILITIES	\$ 2,853	\$	2,832	\$	3,615	\$	3,484	\$	3,484
PRINTING	\$ 2,483	\$	1,000	\$	1,000	\$	1,000	\$	1,000
BUILDINGS & GROUNDS	\$ 501	\$	500	\$	500	\$	500	\$	500
B/G CONTRACTED SERVICES	\$ 3,846	\$	8,066	\$	8,015	\$	8,015	\$	8,015
MAINT AUTO	\$ 124,284	\$	90,000	\$	100,000	\$	80,000	\$	80,000
VEHICLE DAMAGE REPAIR	\$ 228	\$	-	\$	-	\$	-	\$	-
COUNTY LANDFILL CHARGES	\$ 321,192	\$	333,440	\$	343,440	\$	333,440	\$	333,440
ADVERTISING	\$ -	\$	-	\$	5,000	\$	-	\$	-

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
TRAINING	\$ 525	\$ 500	\$ 500	\$ 500	\$ 500
INSURANCE PREMIUMS	\$ 7,618	\$ 7,907	\$ 8,587	\$ 8,431	\$ 8,431
INSURANCE CLAIMS	\$ 3,438	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS EXPENSE	\$ 1,901	\$ 1,909	\$ 1,909	\$ 1,909	\$ 1,909
SPECIAL PROJECTS	\$ 88,204	\$ -	\$ 80,363	\$ -	\$ -
PROFESSIONAL SERVICES	\$ -	\$ 470	\$ 470	\$ 470	\$ 470
RECYCLING CONTRACT	\$ 365,673	\$ 443,150	\$ 487,080	\$ 487,080	\$ 487,080
TRANSFER - CAP RESERVE FUND	\$ 185,145	\$ 238,930	\$ 241,562	\$ 241,562	\$ 241,562
<b>Operations Total</b>	<b>\$ 1,205,415</b>	<b>\$ 1,209,971</b>	<b>\$ 1,442,074</b>	<b>\$ 1,286,072</b>	<b>\$ 1,286,072</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,631,746</b>	<b>\$ 1,562,099</b>	<b>\$ 1,807,477</b>	<b>\$ 1,647,662</b>	<b>\$ 1,647,662</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Maintenance Operations Manager/Sr. <sup>1</sup>	0	0	1	1	1
Solid Waste Supervisor	1	1	0	0	0
Crew Leader <sup>2</sup>	1	0	0	0	0
Equipment Operator I/II <sup>3</sup>	5	5	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3</sup>	<u>0</u>	<u>0</u>	<u>5</u>	<u>5</u>	<u>5</u>
<b>TOTAL</b>	<b>7</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

<sup>1</sup>Position reclassified from Solid Waste Supervisor to Maintenance Operations Manager/Sr.

<sup>2</sup>Position eliminated

<sup>3</sup>Position reclassified from Equipment Operator I/II to Maintenance Worker I/II/III/Sr.

**STATEMENT OF PURPOSE**

To provide a centralized resource for the management and development of City-owned landscapes and parking lots, parks, cemeteries, Salisbury/Rowan utilities, city maintained right of ways and tree canopy maintenance. Involvement in staffing city sponsored and Downtown Salisbury events and Parks and Recreation ball tournaments.

**PERFORMANCE GOALS**

1. Continue improvement to city park property involving the reconditioning of infrastructures and grounds.
2. Assist the Public Services Director and Assistant Public Services Director in the implementation of interdepartmental projects.
3. Continue effort to preform litter pick up and curb line cleanups throughout city.
4. Continue staff development in the areas of equipment training and operation, pesticide and horticultural workshops, Human Resource classes, work safety and technical expertise.
5. Provide improved maintenance of SRU, and right of way maintenance.
6. Further development of city owned landscapes involving removals and replacements.

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 424,150	\$ 525,832	\$ 516,512	\$ 516,512	\$ 516,512
OVERTIME SALARIES	\$ 24,354	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
PART TIME SALARIES	\$ 24,763	\$ 22,880	\$ 10,597	\$ 10,597	\$ 10,597
FICA TAX	\$ 34,440	\$ 43,301	\$ 41,855	\$ 41,855	\$ 41,855
RETIREMENT	\$ 33,599	\$ 42,474	\$ 49,465	\$ 48,393	\$ 48,393
401(K) EMPLOYER CONTRIBUTION	\$ 13,297	\$ 14,966	\$ 16,096	\$ 16,096	\$ 16,096
HEALTH CARE	\$ 127,090	\$ 147,151	\$ 154,348	\$ 147,788	\$ 147,788
LIFE INSURANCE	\$ 921	\$ 2,526	\$ 1,289	\$ 1,280	\$ 1,280
EMP SEC INS	\$ 219	\$ 308	\$ 5,226	\$ 3,660	\$ 3,660
WORKERS COMPENSATION	\$ 35,700	\$ 36,000	\$ 37,600	\$ 36,000	\$ 36,000
<b>Personnel Total</b>	<b>\$ 718,533</b>	<b>\$ 855,438</b>	<b>\$ 852,988</b>	<b>\$ 842,181</b>	<b>\$ 842,181</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 1,069	\$ 1,775	\$ 1,400	\$ 1,400	\$ 1,400
UNIFORMS	\$ 5,370	\$ 4,800	\$ 7,500	\$ 7,500	\$ 7,500
EXPENDABLE EQUIPMENT	\$ 6,229	\$ 5,950	\$ 1,500	\$ 1,500	\$ 1,500
GAS & OIL	\$ 25,533	\$ 22,682	\$ 44,155	\$ 37,220	\$ 37,220
DEPARTMENT SUPPLIES	\$ 1,370	\$ 1,800	\$ 1,425	\$ 1,425	\$ 1,425
TELEPHONE	\$ 564	\$ 308	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 924	\$ 924	\$ 924
ELECTRIC POWER	\$ 14,257	\$ 15,147	\$ 15,375	\$ 13,342	\$ 13,342
NATURAL GAS	\$ 1,422	\$ 1,301	\$ 2,160	\$ 1,388	\$ 1,388
CITY UTILITIES	\$ 684	\$ 665	\$ 1,630	\$ 1,471	\$ 1,471
BUILDINGS & GROUNDS	\$ 6,121	\$ 1,250	\$ 5,404	\$ 2,500	\$ 2,500
GROUNDS BEAUTIFICATION	\$ 6,989	\$ 12,450	\$ 30,700	\$ 20,700	\$ 20,700
TRANSITIONAL PARK	\$ 1,448	\$ -	\$ -	\$ -	\$ -
B/G CONTRACTED SERVICES	\$ 1,899	\$ 2,198	\$ 1,676	\$ 1,676	\$ 1,676
MAINT EQUIPMENT	\$ 25,342	\$ 7,000	\$ 12,950	\$ 12,000	\$ 12,000
MAINT RADIO	\$ 290	\$ 250	\$ 250	\$ 250	\$ 250
MAINT AUTO	\$ 12,372	\$ 3,000	\$ 18,000	\$ 15,000	\$ 15,000
VEHICLE DAMAGE REPAIR	\$ 474	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 384	\$ 640	\$ 640	\$ 640	\$ 640
COPIER CONTRACT EXPENSE	\$ 208	\$ 350	\$ 375	\$ 375	\$ 375

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
INSURANCE PREMIUMS	\$ 443	\$ 3,981	\$ 4,306	\$ 4,228	\$ 4,228
MISCELLANEOUS EXPENSE	\$ -	\$ 250	\$ 250	\$ 250	\$ 250
CONTRACTED SERVICES	\$ 54,575	\$ 65,000	\$ 72,800	\$ 65,000	\$ 65,000
TRANSFER - CAP RESERVE FUND	\$ 2,100	\$ 116,247	\$ 131,482	\$ 131,482	\$ 131,482
<b>Operations Total</b>	<b>\$ 169,144</b>	<b>\$ 267,044</b>	<b>\$ 354,902</b>	<b>\$ 320,271</b>	<b>\$ 320,271</b>
<b>Capital</b>					
C O BLDG & GRNDS	\$ 27,147	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 27,147</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 914,825</b>	<b>\$ 1,122,482</b>	<b>\$ 1,207,890</b>	<b>\$ 1,162,452</b>	<b>\$ 1,162,452</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Maintenance Supervisor <sup>1</sup>	1	1	0	0	0
Maintenance Operations Manager/Sr. <sup>1</sup>	0	0	1	1	1
Crew Leader	0	1	1	1	1
Equipment Operator I/II <sup>2</sup>	3	2	0	0	0
Maintenance Worker I/II/III/Sr. <sup>2,3</sup>	8	11	13	13	13
Part-Time/Temp Pool	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>13</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>

<sup>1</sup>Positions reclassified from Maintenance Supervisor to Maintenance Operations Manager/Sr.

<sup>2</sup>Position reclassified from Equipment Operator I/II to Maintenance Worker I/II/III/Sr.

<sup>3</sup>Position transferred from Parks & Recreation (621)





**STATEMENT OF PURPOSE**

To provide a centralized resource for the management and development of city-owned parks, landscapes, indoor recreation facilities, aquatic opportunities and special events along with diversified programs that meet the current and future needs of the community.

**PERFORMANCE GOALS**

1. Develop programs and facilities in support of City Council goals and objectives set forth each fiscal year.
2. Continue to monitor and evaluate the department programs, events, and parks for efficient and effective service delivery.
3. Provide staff support to the Greenway Committee, Hurley Park Advisory Board, Dog Paws Committee, and Salisbury Parks and Recreation Advisory Board.
4. Continue to improve on engaging the community through meetings, programs, etc.
5. Seek grant opportunities to offset costs on capital or programmatic projects.
6. Explore all opportunities at Salisbury Community Park and/or begin to determine how to maximize the facility and future usage.
7. Continually review staffing structure of the department and how to best utilize budgeted positions.
8. Begin the process of implementing 2019 Parks and Recreation Master Plan.

**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Acres of Park Space Owned	518	518	521
Acres of Park Space Maintained*	313	313	316
Yards of Greenway Maintained	7,392	7,392	9,768
Number of Athletic Fields and Athletic Surfaces Maintained**	30	30	30
<b>Effectiveness</b>			
Percent of City Devoted to Parks, Recreation and Greenway	4.2%	4.2%	4.2%

\*Half of the acreage is either wooded or remains in a natural state.

\*\*4 Soccer & 8 Baseball / Softball

Tennis Courts - 6 hard 4 clay

Basketball Courts - (7) Full Courts and (5) 3 on 3

There are approximately 22 square miles in the city.

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY19-20</b>	<b>FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 472,553	\$ 513,357	\$ 541,510	\$ 541,510	\$ 541,510
OVERTIME SALARIES	\$ 725	\$ 850	\$ 850	\$ 850	\$ 850
PART TIME SALARIES	\$ 112,115	\$ 145,650	\$ 151,902	\$ 151,902	\$ 151,902
LEO SEPARATION ALLOWANCE	\$ 102	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 42,530	\$ 50,377	\$ 53,112	\$ 53,112	\$ 53,112
RETIREMENT	\$ 35,410	\$ 40,106	\$ 50,005	\$ 48,921	\$ 48,921
401K-SWORN LAW	\$ 59	\$ -	\$ -	\$ -	\$ -
401(K) EMPLOYER CONTRIBUTION	\$ 13,975	\$ 15,387	\$ 16,272	\$ 16,272	\$ 16,272
HEALTH CARE	\$ 92,569	\$ 113,905	\$ 98,710	\$ 98,710	\$ 98,710
LIFE INSURANCE	\$ 1,034	\$ 1,280	\$ 1,351	\$ 1,340	\$ 1,340
EMP SEC INS	\$ 209	\$ 399	\$ 6,882	\$ 4,817	\$ 4,817
WORKERS COMPENSATION	\$ 34,500	\$ 33,750	\$ 35,250	\$ 33,750	\$ 33,750
<b>Personnel Total</b>	<b>\$ 805,781</b>	<b>\$ 915,061</b>	<b>\$ 955,844</b>	<b>\$ 951,184</b>	<b>\$ 951,184</b>

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 218	\$ 300	\$ 500	\$ 300	\$ 300
UNIFORMS	\$ 2,559	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900
MEETING EXPENSES	\$ 2,663	\$ 1,000	\$ 1,200	\$ 1,000	\$ 1,000
RECREATION PROGRAMS	\$ 21,393	\$ 17,810	\$ 19,350	\$ 16,900	\$ 16,900
EXPENDABLE EQUIPMENT	\$ -	\$ 450	\$ 450	\$ 450	\$ 450
EXPENDABLE RECREATION EQUIPMENT	\$ 205	\$ 900	\$ 900	\$ 900	\$ 900
GAS & OIL	\$ 3,982	\$ 3,271	\$ 4,933	\$ 3,732	\$ 3,732
DEPARTMENT SUPPLIES	\$ 4,273	\$ 3,700	\$ 7,650	\$ 4,900	\$ 4,900
TRAVEL	\$ 4,453	\$ 6,350	\$ 7,000	\$ 6,000	\$ 6,000
TELEPHONE	\$ 1,942	\$ 2,142	\$ 2,142	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,344	\$ 1,344	\$ 1,344
POSTAGE	\$ 284	\$ 350	\$ 350	\$ 350	\$ 350
ELECTRIC POWER	\$ 53,737	\$ 57,324	\$ 60,057	\$ 50,861	\$ 50,861
NATURAL GAS	\$ 13,989	\$ 12,176	\$ 21,517	\$ 14,782	\$ 14,782
CITY UTILITIES	\$ 17,190	\$ 19,280	\$ 23,617	\$ 17,954	\$ 17,954
BUILDINGS & GROUNDS	\$ 43,173	\$ 20,100	\$ 30,550	\$ 20,900	\$ 20,900
B/G CONTRACTED SERVICES	\$ 36,183	\$ 36,337	\$ 36,375	\$ 36,375	\$ 36,375
MAINT EQUIPMENT	\$ 953	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
MAINT RADIO	\$ -	\$ -	\$ 200	\$ -	\$ -
MAINT AUTO	\$ 1,115	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
ADVERTISING	\$ 6,812	\$ 6,000	\$ 9,500	\$ 5,000	\$ 5,000
TRAINING	\$ 6,122	\$ 10,450	\$ 8,800	\$ 7,300	\$ 7,300
COPIER CONTRACT EXPENSE	\$ 2,766	\$ 3,750	\$ 3,325	\$ 3,275	\$ 3,275
INSURANCE PREMIUMS	\$ 6,012	\$ 6,368	\$ 7,675	\$ 7,534	\$ 7,534
DUES & SUBSCRIPTIONS	\$ 4,624	\$ 5,705	\$ 6,716	\$ 5,716	\$ 5,716
MISCELLANEOUS EXPENSE	\$ 5,100	\$ -	\$ -	\$ -	\$ -
ACTIVENET FEES	\$ 856	\$ 2,000	\$ 2,000	\$ 1,500	\$ 1,500
RIGHT OF WAY CHARGES	\$ 1,234	\$ 1,215	\$ 1,260	\$ 1,260	\$ 1,260
SPECIAL PROJECTS	\$ 32,959	\$ 52,000	\$ -	\$ -	\$ -
CONTRACTED SERVICES	\$ 12,153	\$ 22,710	\$ 23,010	\$ 19,510	\$ 19,510
SPECIAL EVENTS	\$ 26,284	\$ 37,800	\$ 127,535	\$ 37,500	\$ 37,500
DOG PARK	\$ -	\$ -	\$ 1,500	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 1,871	\$ 200	\$ 700	\$ 200	\$ 200
CONTRACTED PROGRAM INSTRUCTORS	\$ 15,350	\$ 13,600	\$ 16,850	\$ 13,350	\$ 13,350
UNITED ARTS COUNCIL	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250
SENIOR CITIZENS	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
TREE BOARD	\$ 815	\$ 1,600	\$ 2,400	\$ 1,900	\$ 1,900
HURLEY PARK ADVISORY BOARD	\$ 89	\$ 500	\$ 500	\$ 500	\$ 500
TRANSFER - CAP RESERVE FUND	\$ 16,917	\$ 5,450	\$ 17,300	\$ 17,300	\$ 17,300
<b>Operations Total</b>	<b>\$ 467,527</b>	<b>\$ 475,988</b>	<b>\$ 572,356</b>	<b>\$ 423,743</b>	<b>\$ 423,743</b>
<b>Capital</b>					
C O ROOF / HVAC	\$ 138,910	\$ 156,602	\$ 150,700	\$ 150,700	\$ 150,700
C O BLDG & GRNDS	\$ 24,870	\$ 35,000	\$ 110,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 163,780</b>	<b>\$ 191,602</b>	<b>\$ 260,700</b>	<b>\$ 150,700</b>	<b>\$ 150,700</b>
<b>Grand Total</b>	<b>\$ 1,437,088</b>	<b>\$ 1,582,651</b>	<b>\$ 1,788,900</b>	<b>\$ 1,525,627</b>	<b>\$ 1,525,627</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Administration (100)</b>					
Parks & Recreation Director	1	1	1	1	1
Parks & Recreation Maint Manager	1	1	1	1	1
Events Coordinator	1	1	1	1	1
Recreation Specialist	1	1	1	1	1
<b>Civic Center (601)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>City Park Center (602)</b>					
Recreation Programmer	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Miller Center (603)</b>					
Recreation Specialist <sup>1</sup>	1	1	0	0	0
Recreation Coordinator <sup>1</sup>	0	0	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Hall Gym (606)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Fred Evans Pool (607)</b>					
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Athletic Maintenance (608)<sup>2</sup></b>					
Maintenance Supervisor	2	0	0	0	0
Maintenance Worker I/II/Sr.	3	0	0	0	0
Seasonal Worker (TFT)	1	0	0	0	0
<b>Hurley Park (612)</b>					
Park Curator	1	1	1	1	1
Assistant Park Curator	1	1	1	1	1
Senior Maintenance Worker	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>21</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

<sup>1</sup>Position reclassified

<sup>2</sup>Positions transferred to Grounds Maintenance 590

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>Hall Gym (606)</b>			
Resurfacing at Hall Gym Parking Lot	\$ 25,000	\$ -	\$ -
Roof Replacement	144,100	144,100	144,100
<b>Fred Evans Pool (607)</b>			
Plaster Pool	60,000	-	-
Roof Replacement	6,600	6,600	6,600
<b>Hurley Park (612)</b>			
Bridge Replacements	25,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 260,700</b>	<b>\$ 150,700</b>	<b>\$ 150,700</b>



**STATEMENT OF PURPOSE**

To provide a centralized resource for the management and repair of city vehicles and equipment. Assist in the new vehicle/equipment procurement process with specifications, pricing, pre-delivery inspections, and in-service of vehicle.

**PERFORMANCE GOALS**

1. Enhance technical abilities of division personnel through in-house training programs.
2. Increase service life and vehicle dependability by developing an in-depth preventive/scheduled maintenance program.
3. Enhance the technical equipment capability of the division in order to maintain current needs and provide for future needs of the City's fleet.
4. Develop specifications on vehicles and equipment that meet the needs of the City while lowering the operating cost over the life of the vehicle or equipment.

**PERFORMANCE MEASURES**

	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
Vehicles Maintained	303	309	311
Other Equipment Maintained	219	222	219
Buses Maintained (Trolleys)	2	2	2

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 621,313	\$ 656,726	\$ 695,908	\$ 695,908	\$ 695,908
OVERTIME SALARIES	\$ 31,101	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
FICA TAX	\$ 44,959	\$ 51,628	\$ 54,767	\$ 54,767	\$ 54,767
RETIREMENT	\$ 48,859	\$ 52,775	\$ 66,006	\$ 64,578	\$ 64,578
401(K) EMPLOYER CONTRIBUTION	\$ 19,335	\$ 20,247	\$ 21,477	\$ 21,477	\$ 21,477
HEALTH CARE	\$ 130,519	\$ 141,825	\$ 143,884	\$ 143,884	\$ 143,884
LIFE INSURANCE	\$ 1,372	\$ 1,628	\$ 1,731	\$ 1,719	\$ 1,719
EMP SEC INS	\$ 195	\$ 391	\$ 6,866	\$ 4,806	\$ 4,806
WORKERS COMPENSATION	\$ 27,300	\$ 29,250	\$ 30,550	\$ 29,250	\$ 29,250
<b>Personnel Total</b>	<b>\$ 924,952</b>	<b>\$ 974,470</b>	<b>\$ 1,041,189</b>	<b>\$ 1,036,389</b>	<b>\$ 1,036,389</b>
<b>Operations</b>					
UNIFORMS	\$ 8,486	\$ 10,615	\$ 10,615	\$ 10,615	\$ 10,615
EXPENDABLE EQUIPMENT	\$ 11,725	\$ 4,800	\$ 4,800	\$ 4,800	\$ 4,800
GAS & OIL	\$ 4,528	\$ 4,515	\$ 8,281	\$ 6,457	\$ 6,457
DEPARTMENT SUPPLIES	\$ 3,515	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300
TRAVEL	\$ 2,053	\$ -	\$ -	\$ -	\$ -
TELEPHONE	\$ 700	\$ 300	\$ 216	\$ 216	\$ 216
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
ELECTRIC POWER	\$ 8,906	\$ 10,087	\$ 10,185	\$ 8,848	\$ 8,848
NATURAL GAS	\$ 3,302	\$ 2,877	\$ 5,253	\$ 3,504	\$ 3,504
CITY UTILITIES	\$ 1,351	\$ 1,387	\$ 2,063	\$ 2,026	\$ 2,026
BUILDINGS & GROUNDS	\$ 1,454	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
B/G CONTRACTED SERVICES	\$ 1,134	\$ 1,528	\$ 1,109	\$ 1,109	\$ 1,109
MAINT EQUIPMENT	\$ 8,241	\$ 6,140	\$ 6,150	\$ 6,150	\$ 6,150
MAINT CMPT SOFTWARE	\$ 7,001	\$ 8,240	\$ 8,240	\$ 7,220	\$ 7,220

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
MAINT AUTO	\$ 3,148	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
TRAINING	\$ 2,494	\$ 2,950	\$ 2,950	\$ 2,950	\$ 2,950
COPIER CONTRACT EXPENSE	\$ 1,285	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400
INSURANCE PREMIUMS	\$ 5,379	\$ 5,432	\$ 5,185	\$ 5,091	\$ 5,091
DENR PROJECTS	\$ 328	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
PROFESSIONAL SERVICES	\$ 67	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 14,816	\$ 16,950	\$ 16,700	\$ 16,700	\$ 16,700
<b>Operations Total</b>	<b>\$ 89,913</b>	<b>\$ 85,521</b>	<b>\$ 93,295</b>	<b>\$ 87,234</b>	<b>\$ 87,234</b>
<b>Capital</b>					
C O ROOF / HVAC	\$ -	\$ 51,700	\$ -	\$ -	\$ -
C O GARAGE EQUIPMENT	\$ 28,577	\$ -	\$ 195,600	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 28,577</b>	<b>\$ 51,700</b>	<b>\$ 195,600</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,043,442</b>	<b>\$ 1,111,691</b>	<b>\$ 1,330,084</b>	<b>\$ 1,123,623</b>	<b>\$ 1,123,623</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Fleet Services Manager	1	1	1	1	1
Fleet Services Supervisor	1	1	1	1	1
Parts Supervisor	1	1	1	1	1
Mechanic <sup>1</sup>	8	9	9	9	9
Auto Service Technician <sup>1</sup>	1	0	0	0	0
Telecommunications Technician	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>

<sup>1</sup>Position reclassified

### CAPITAL OUTLAY

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
Mobile Truck Lifts	\$ 45,000	\$ -	\$ -
Fleet Management Software	50,000	-	-
Fluid Dispensing System	37,000	-	-
Replace Air Compressors	33,600	-	-
On Car Brake Lathe	30,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 195,600</b>	<b>\$ -</b>	<b>\$ -</b>

## Transportation

553

### STATEMENT OF PURPOSE

To provide funding for the City's share of the City Transit System.

### BUDGET REQUEST

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
TRANSFER - TRANSIT FUND	\$ 465,322	\$ 467,822	\$ 600,000	\$ 633,564	\$ 633,564
<b>Operations Total</b>	\$ 465,322	\$ 467,822	\$ 600,000	\$ 633,564	\$ 633,564
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 465,322	\$ 467,822	\$ 600,000	\$ 633,564	\$ 633,564

## Education

641

### STATEMENT OF PURPOSE

To provide funding for the Supplementary Education System (Horizons).

### BUDGET REQUEST

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
SUPPLEMENTARY ED	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
<b>Operations Total</b>	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000

## Contingency Expenses

671

### STATEMENT OF PURPOSE

To provide funding for contingency expenses to balance budget.

### BUDGET REQUEST

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
OPERATIONAL EXPENDITURE RESERVED	\$ -	\$ -	\$ -	\$ -	\$ 38,000
<b>Operations Total</b>	\$ -	\$ -	\$ -	\$ -	\$ 38,000
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ -	\$ -	\$ -	\$ -	\$ 38,000

## Debt Service

901

### STATEMENT OF PURPOSE

To provide for the payment of interest and principal on outstanding General Fund debt.

### BUDGET REQUEST

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
LEASE PURCHASE PRINCIPAL	\$ 596,952	\$ 846,952	\$ 866,952	\$ 866,952	\$ 866,952
LEASE PURCHASE INTEREST EXP	\$ 71,547	\$ 161,530	\$ 252,094	\$ 252,094	\$ 252,094
PAYMENT TO REFUNDING AGENT	\$ -	\$ 230,000	\$ -	\$ -	\$ -
<b>Operations Total</b>	\$ 668,499	\$ 1,238,482	\$ 1,119,046	\$ 1,119,046	\$ 1,119,046
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 668,499	\$ 1,238,482	\$ 1,119,046	\$ 1,119,046	\$ 1,119,046



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# General Fund Capital Reserve Fund

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**CITY OF SALISBURY****GENERAL FUND CAPITAL RESERVE FUND****STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
With Estimated Actual for Year Ending June 30, 2019 and  
Actual for Year Ended June 30, 2018

	<b>2018</b> <b>Actual</b>	<b>2019</b> <b>Estimate</b>	<b>2020</b> <b>Budget</b>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 37,181	\$ 68,918	\$ 45,000
Other	56,289	86,152	-
Total nonoperating revenues	<u>\$ 93,470</u>	<u>\$ 155,070</u>	<u>\$ 45,000</u>
OTHER FINANCING SOURCES:			
Operating transfer from General Fund	\$ 1,782,010	\$ 1,938,387	\$ 1,988,290
Proceeds from capital leases	1,962,188	-	-
Fund balance appropriated	-	-	285,006
Total other financing sources	<u>\$ 3,744,198</u>	<u>\$ 1,938,387</u>	<u>\$ 2,273,296</u>
Total revenues and other financing sources	<u><u>\$ 3,837,668</u></u>	<u><u>\$ 2,093,457</u></u>	<u><u>\$ 2,318,296</u></u>

**General Fund Capital Reserve****STATEMENT OF PURPOSE**

The General Fund Capital Reserve funds replacement cost of General Fund vehicles and computers and accrues reserves for future purchases.

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
LEASE PURCHASE PRINCIPAL	\$ 112,520	\$ 439,552	\$ 439,553	\$ 439,553	\$ 439,553
LEASE PURCHASE INTEREST EXP	\$ 13,187	\$ 61,472	\$ 50,598	\$ 50,598	\$ 50,598
TRANSFER - CAP RESERVE FUND	\$ 122,830	\$ 418,836	\$ -	\$ -	\$ -
<b>Operations Total</b>	\$ 248,537	\$ 919,860	\$ 490,151	\$ 490,151	\$ 490,151
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 3,302,615	\$ 1,738,934	\$ 3,103,046	\$ 1,610,369	\$ 1,610,369
C O COMPUTER EQUIPMENT	\$ 149,249	\$ 220,534	\$ 294,510	\$ 204,805	\$ 204,805
EQUIPMENT REPLACEMENT RESERVE	\$ -	\$ -	\$ -	\$ 12,971	\$ 12,971
<b>Capital Total</b>	\$ 3,451,864	\$ 1,959,468	\$ 3,397,556	\$ 1,828,145	\$ 1,828,145
<b>Grand Total</b>	\$ 3,700,401	\$ 2,879,328	\$ 3,887,707	\$ 2,318,296	\$ 2,318,296



**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>City Council</b>			
Computer Equipment Replacement	\$ 8,501	\$ 8,501	\$ 8,501
	<b>8,501</b>	<b>8,501</b>	<b>8,501</b>
<b>Management &amp; Administration</b>			
Computer Equipment Replacement	\$ 3,400	\$ 3,400	\$ 3,400
<b>Total Capital Outlay</b>	<b>\$ 3,400</b>	<b>\$ 3,400</b>	<b>\$ 3,400</b>
<b>Communications</b>			
Computer Equipment Replacement	\$ 6,551	\$ 4,351	\$ 4,351
<b>Total Capital Outlay</b>	<b>\$ 6,551</b>	<b>\$ 4,351</b>	<b>\$ 4,351</b>
<b>Human Resources</b>			
Computer Equipment Replacement	\$ 6,200	\$ 3,200	\$ 3,200
<b>Total Capital Outlay</b>	<b>\$ 6,200</b>	<b>\$ 3,200</b>	<b>\$ 3,200</b>
<b>Information Technologies</b>			
Computer Equipment Replacement	\$ 22,922	\$ 22,922	\$ 22,922
Replace IT10002 w/ Ford Escape	20,655	20,655	20,655
ADD Ranger Crew Cab w/ Ladder Rack	29,256	-	-
Replace Firewall	100,000	50,000	50,000
Replace Switches	30,000	15,000	15,000
<b>Total Capital Outlay</b>	<b>\$ 202,833</b>	<b>\$ 108,577</b>	<b>\$ 108,577</b>
<b>Financial Services - Administration</b>			
Computer Equipment Replacement	\$ 1,500	\$ 1,000	\$ 1,000
Replace FA10601 w/ like Ford Escape	20,255	-	-
<b>Total Capital Outlay</b>	<b>\$ 21,755</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>
<b>Financial Services - Business Office</b>			
Computer Equipment Replacement	\$ 28,066	\$ 14,711	\$ 14,711
<b>Total Capital Outlay</b>	<b>\$ 28,066</b>	<b>\$ 14,711</b>	<b>\$ 14,711</b>
<b>Traffic Operations</b>			
Computer Equipment Replacement	\$ 3,006	\$ 3,006	\$ 3,006
<b>Total Capital Outlay</b>	<b>\$ 3,006</b>	<b>\$ 3,006</b>	<b>\$ 3,006</b>
<b>Community Planning Services - Planning</b>			
Computer Equipment Replacement	\$ 4,650	\$ 4,650	\$ 4,650
<b>Total Capital Outlay</b>	<b>\$ 4,650</b>	<b>\$ 4,650</b>	<b>\$ 4,650</b>
<b>Community Planning Services - Code Services</b>			
Computer Equipment Replacement	\$ 3,200	\$ 3,200	\$ 3,200
<b>Total Capital Outlay</b>	<b>\$ 3,200</b>	<b>\$ 3,200</b>	<b>\$ 3,200</b>
<b>Community Planning Services - Development Services</b>			
Computer Equipment Replacement	\$ 5,700	\$ 5,700	\$ 5,700
<b>Total Capital Outlay</b>	<b>\$ 5,700</b>	<b>\$ 5,700</b>	<b>\$ 5,700</b>

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>Police - Operations</b>			
Computer Equipment Replacement	\$ 39,812	\$ 39,812	\$ 39,812
Replace PD01004 w/ SUV	48,357	48,357	48,357
Replace PD01005 w/ SUV	48,357	48,357	48,357
Replace PD01102 w/ SUV	48,357	48,357	48,357
Replace PD11203 w/ SUV	45,448	45,448	45,448
Replace PD01701 w/ SUV	48,357	48,357	48,357
ADD Escape for Victim Advocate	20,655	20,655	20,655
Equipment for vehicles purchased FY19	34,500	34,500	34,500
<b>Total Capital Outlay</b>	<b>\$ 333,843</b>	<b>\$ 333,843</b>	<b>\$ 333,843</b>
<b>Fire</b>			
Computer Equipment Replacement	\$ 13,552	\$ 10,752	\$ 10,752
ADD Rescue Engine	852,006	-	-
Replace FD60401 w/ like Gator	25,500	25,500	25,500
ADD 1/2 Ton Crew Cab 4X4-cover	47,991	-	-
ADD Compact Wheel Loader	101,279	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,040,328</b>	<b>\$ 36,252</b>	<b>\$ 36,252</b>
<b>Telecommunications</b>			
Computer Equipment Replacement	\$ 9,300	\$ 9,300	\$ 9,300
<b>Total Capital Outlay</b>	<b>\$ 9,300</b>	<b>\$ 9,300</b>	<b>\$ 9,300</b>
<b>Engineering</b>			
Computer Equipment Replacement	\$ 2,850	\$ -	\$ -
Replace ED10503 w/ Ranger Super Cab 4X4	28,918	28,918	28,918
<b>Total Capital Outlay</b>	<b>\$ 31,768</b>	<b>\$ 28,918</b>	<b>\$ 28,918</b>
<b>Public Services - Administration</b>			
Computer Equipment Replacement	\$ 1,400	\$ 1,400	\$ 1,400
<b>Total Capital Outlay</b>	<b>\$ 1,400</b>	<b>\$ 1,400</b>	<b>\$ 1,400</b>
<b>Public Services - Building Maintenance</b>			
Computer Equipment Replacement	\$ 1,400	\$ 1,400	\$ 1,400
Replace BM19707 w/ 1/2 Ton 4X4	38,022	-	-
Replace BM10010 w/ 3/4 Ton 4X4	55,635	-	-
<b>Total Capital Outlay</b>	<b>\$ 95,057</b>	<b>\$ 1,400</b>	<b>\$ 1,400</b>
<b>Public Services - Street</b>			
Computer Equipment Replacement	\$ 2,500	\$ 2,500	\$ 2,500
Replace ST20203 w/ like Road Tractor	161,006	161,006	161,006
Replace ST28401 w/ Quad Dump Truck	166,041	-	-
<b>Total Capital Outlay</b>	<b>\$ 329,547</b>	<b>\$ 163,506</b>	<b>\$ 163,506</b>

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>Public Services - Waste Mgmt - Other</b>			
Replace ST29901 w/ like 25 Cubic Yard Packer	\$ 285,006	\$ 285,006	\$ 285,006
Replace ST30605 w/ like Walking Floor Chip Trailer	67,006	67,006	67,006
Replace ST20703 w/ like 20 Cubic Yard Packer	265,006	265,006	265,006
	<u>\$ 617,018</u>	<u>\$ 617,018</u>	<u>\$ 617,018</u>
<b>Public Services - Solid Waste Mgmt</b>			
Replace WM10008 w/ 3/4 Ton Crew Long Bed 4X4	\$ 41,781	\$ 41,781	\$ 41,781
<b>Total Capital Outlay</b>	<u>\$ 41,781</u>	<u>\$ 41,781</u>	<u>\$ 41,781</u>
<b>Public Services - Grounds Maintenance</b>			
Replace GM10201 w/ like 3/4 Ton Ext Cab & Plow	\$ 43,362	\$ 43,362	\$ 43,362
Replace GM19001 w/ 1 Ton Utility Body	74,780	74,780	74,780
Replace GM60605 w/ like 4X4 Gator	20,000	20,000	20,000
Replace GM6001 w/ dedicated Boom Mower	177,500	177,500	177,500
Replace GM69904 & 69905 w/ like Tractor w/ Side & Rear Flail	85,400	85,400	85,400
Replace GM49905 & 39801 w/ Compact Wheel Loader & Stump Auger	118,000	-	-
Replace GM60901 w/ ABI Ball Field Machine	30,000	-	-
Replace GM38804 w/ like Trailer	4,796	-	-
<b>Total Capital Outlay</b>	<u>\$ 553,838</u>	<u>\$ 401,042</u>	<u>\$ 401,042</u>
<b>Parks &amp; Recreation</b>			
ADD UTV	\$ 15,622	\$ 15,622	\$ 15,622
ADD Trailer for UTV	4,796	4,796	4,796
Replace PR19706 w/ like F150	29,396	-	-
<b>Total Capital Outlay</b>	<u>\$ 49,814</u>	<u>\$ 20,418</u>	<u>\$ 20,418</u>
<b>Debt Service</b>			
Principal and Interest	\$ 490,151	\$ 490,151	\$ 490,151
<b>Total Operating</b>	<u>\$ 490,151</u>	<u>\$ 490,151</u>	<u>\$ 490,151</u>



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# Water & Sewer Fund

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**CITY OF SALISBURY, NORTH CAROLINA****WATER AND SEWER FUND****STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
 With Estimated Actual for the Year Ending June 30, 2019 and  
 Actual for the Year Ended June 30, 2018

	<b>2018 Actual</b>	<b>2019 Estimate</b>	<b>2020 Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 23,853,559	\$ 25,136,200	\$ 23,516,864
Water and sewer taps	551,858	357,735	275,000
Other operating revenues	1,154,486	1,193,791	875,000
Total operating revenues	<u>\$ 25,559,903</u>	<u>\$ 26,687,726</u>	<u>\$ 24,666,864</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	\$ 150,607	\$ 358,000	\$ 250,000
State grant	-	178,590	-
Total nonoperating revenues	<u>\$ 150,607</u>	<u>\$ 536,590</u>	<u>\$ 250,000</u>
<b>OTHER FINANCING SOURCES:</b>			
Fund balance appropriated	\$ -	\$ -	\$ 410,000
Total other financing sources	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 410,000</u>
 Total revenues	 <u>\$ 25,710,510</u>	 <u>\$ 27,224,316</u>	 <u>\$ 25,326,864</u>



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**CITY OF SALISBURY**  
**FY 2019-2020 BUDGET SUMMARY**  
**WATER AND SEWER FUND**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>REVENUE</b>	\$ 25,710,510	\$ 25,956,864	\$ 25,004,645	\$ 25,326,864	\$ 25,326,864
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 4,137,798	\$ 4,258,363	\$ 4,273,026	\$ 4,280,790	\$ 4,280,790
OVERTIME SALARIES	\$ 158,829	\$ 167,500	\$ 142,000	\$ 142,000	\$ 142,000
PART TIME SALARIES	\$ 2,005	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 306,655	\$ 338,138	\$ 337,742	\$ 338,336	\$ 338,336
RETIREMENT	\$ 318,066	\$ 345,637	\$ 407,059	\$ 398,934	\$ 398,934
401(K) EMPLOYER CONTRIBUTION	\$ 125,966	\$ 132,598	\$ 132,451	\$ 132,684	\$ 132,684
PENSION EXPENSE - LGERS	\$ (17,673)	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 829,940	\$ 925,054	\$ 952,974	\$ 945,777	\$ 945,777
LIFE INSURANCE	\$ 9,287	\$ 10,595	\$ 10,634	\$ 10,560	\$ 10,560
EMP SEC INS	\$ 5,653	\$ 42,055	\$ 42,182	\$ 29,580	\$ 29,580
WORKERS COMPENSATION	\$ 182,700	\$ 200,250	\$ 209,150	\$ 200,250	\$ 200,250
<b>Personnel Total</b>	<b>\$ 6,059,224</b>	<b>\$ 6,420,190</b>	<b>\$ 6,507,218</b>	<b>\$ 6,478,911</b>	<b>\$ 6,478,911</b>
<b>Operations</b>					
UNIFORMS	\$ 38,845	\$ 55,240	\$ 53,820	\$ 53,820	\$ 53,820
EXPENDABLE EQUIPMENT	\$ 16,843	\$ 37,850	\$ 58,850	\$ 58,850	\$ 58,850
MATERIALS NEW STREETS	\$ 78,899	\$ 133,000	\$ 133,000	\$ 133,000	\$ 133,000
GAS & OIL	\$ 110,684	\$ 145,959	\$ 196,725	\$ 169,421	\$ 169,421
DEPARTMENT SUPPLIES	\$ 52,230	\$ 72,470	\$ 114,950	\$ 81,050	\$ 81,050
METERS & METER BOXES	\$ 123,449	\$ 181,500	\$ 181,500	\$ 181,500	\$ 181,500
HOSE AND FITTINGS	\$ 151,824	\$ 140,850	\$ 142,850	\$ 142,850	\$ 142,850
CHEMICALS	\$ 573,958	\$ 725,000	\$ 647,500	\$ 647,500	\$ 647,500
LAB SUPPLIES	\$ 52,524	\$ 70,950	\$ 65,150	\$ 65,150	\$ 65,150
TRAVEL	\$ 10,043	\$ 17,450	\$ 17,350	\$ 17,350	\$ 17,350
TELEPHONE	\$ 11,973	\$ 11,987	\$ 6,248	\$ 12,495	\$ 12,495
CELL PHONE STIPEND	\$ -	\$ -	\$ 4,692	\$ 4,692	\$ 4,692
WIRELESS AIR CARDS	\$ 5,805	\$ 6,528	\$ 6,397	\$ 6,397	\$ 6,397
POSTAGE	\$ 82,966	\$ 91,150	\$ 92,200	\$ 92,200	\$ 92,200
ELECTRIC POWER	\$ 1,153,406	\$ 1,404,301	\$ 1,378,518	\$ 1,375,820	\$ 1,375,820
NATURAL GAS	\$ 8,594	\$ 8,377	\$ 6,877	\$ 5,888	\$ 5,888
CITY UTILITIES	\$ 196,307	\$ 216,858	\$ 351,534	\$ 314,069	\$ 314,069
PRINTING	\$ 20,211	\$ 22,200	\$ 24,000	\$ 24,000	\$ 24,000
BUILDINGS & GROUNDS	\$ 168,618	\$ 38,500	\$ 202,000	\$ 65,500	\$ 65,500
B/G CONTRACTED SERVICES	\$ 36,630	\$ 39,729	\$ 36,263	\$ 36,263	\$ 36,263
MAINT EQUIPMENT	\$ 1,122,365	\$ 2,076,210	\$ 1,393,940	\$ 955,940	\$ 955,940
MAINT RADIO	\$ 8,205	\$ 23,920	\$ 28,560	\$ 28,560	\$ 28,560
MAINT CMPT SOFTWARE	\$ 230,230	\$ 237,310	\$ 279,119	\$ 258,743	\$ 258,743
MAINT INSTRUMENTS	\$ 19,925	\$ 15,170	\$ 10,370	\$ 10,370	\$ 10,370
MAINT FIRE HYDRANTS	\$ 22,696	\$ 20,000	\$ -	\$ -	\$ -
MAINT AUTO	\$ 84,453	\$ 66,135	\$ 54,950	\$ 54,950	\$ 54,950
VEHICLE DAMAGE REPAIR	\$ 1,776	\$ 679	\$ -	\$ -	\$ -
WATER LINE REPAIRS	\$ 181,011	\$ 773,334	\$ 450,000	\$ 450,000	\$ 450,000
SEWER LINE REPAIRS	\$ 100,650	\$ 944,625	\$ 1,500,000	\$ 1,000,000	\$ 1,000,000
ADVERTISING	\$ -	\$ 700	\$ -	\$ -	\$ -
TRAINING	\$ 34,490	\$ 43,223	\$ 56,295	\$ 56,295	\$ 56,295
COPIER CONTRACT EXPENSE	\$ 9,384	\$ 10,650	\$ 9,900	\$ 9,900	\$ 9,900

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
INSURANCE PREMIUMS	\$ 78,631	\$ 82,571	\$ 87,273	\$ 87,273	\$ 87,273
DEPRECIATION EXPENSE	\$ 5,509,808	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 38,568	\$ 46,472	\$ 46,702	\$ 46,702	\$ 46,702
FACILITY LICENSE FEES	\$ 12,325	\$ 12,565	\$ 10,605	\$ 10,605	\$ 10,605
COLLECTION EXPENSES	\$ 168,883	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
MISCELLANEOUS EXPENSE	\$ 18,902	\$ 30,444	\$ 24,640	\$ 24,640	\$ 24,640
FINES & PENALTIES	\$ 370	\$ -	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ -	\$ 50,000	\$ 460,000	\$ 460,000	\$ 460,000
CONTRACTED SERVICES	\$ 958,590	\$ 1,262,224	\$ 1,020,269	\$ 1,020,269	\$ 1,020,269
EMPLOYEE ASSISTANCE PROGRAM	\$ 1,728	\$ 1,668	\$ 1,612	\$ 1,612	\$ 1,612
RETIREE HEALTH INSURANCE	\$ 38,258	\$ 74,718	\$ 91,492	\$ 91,492	\$ 91,492
PROFESSIONAL SERVICES	\$ 790,277	\$ 683,445	\$ 865,000	\$ 1,097,490	\$ 1,097,490
CLIENT COMMUNITY - CHINA GROVE	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - GRANITE QUARRY	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - ROCKWELL	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - SPENCER	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
BOND PRINCIPAL	\$ -	\$ 2,026,435	\$ 2,107,252	\$ 2,107,252	\$ 2,107,252
STATE LOANS-CWB PRINCIPAL	\$ -	\$ 610,000	\$ 610,000	\$ 610,000	\$ 610,000
BOND INTEREST EXPENSE	\$ 885,255	\$ 838,928	\$ 753,828	\$ 753,828	\$ 753,828
STATE LOANS-CWB INTEREST	\$ 44,929	\$ 31,720	\$ 15,860	\$ 15,860	\$ 15,860
LEASE PURCHASE PRINCIPAL	\$ -	\$ 129,240	\$ 129,240	\$ 129,240	\$ 129,240
LEASE PURCHASE INTEREST EXP	\$ 14,209	\$ 12,722	\$ 10,298	\$ 10,298	\$ 10,298
DEBT PRINCIPAL PYMTS ON BEHALF	\$ -	\$ 259,490	\$ 239,490	\$ 239,490	\$ 239,490
DEBT INTEREST PYMTS ON BEHALF	\$ 49,426	\$ 42,055	\$ 34,104	\$ 34,104	\$ 34,104
TRANSFER - CAP RESERVE FUND	\$ 479,807	\$ 480,083	\$ 414,992	\$ 414,992	\$ 414,992
TRANSFER - CAPITAL PROJECT FUND	\$ 1,500,000	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
CHARGES-GENERAL FUND	\$ 3,230,223	\$ 3,230,223	\$ 3,230,233	\$ 3,230,233	\$ 3,230,233
<b>Operations Total</b>	<b>\$ 18,529,184</b>	<b>\$ 17,686,858</b>	<b>\$ 19,506,448</b>	<b>\$ 18,547,953</b>	<b>\$ 18,547,953</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ 1,349,816	\$ -	\$ -	\$ -
C O ROOF / HVAC	\$ 12,923	\$ -	\$ -	\$ -	\$ -
WATER LINE EXTENSION	\$ 239,310	\$ 250,000	\$ 150,000	\$ 150,000	\$ 150,000
SEWER LINE EXTENSION	\$ 10,640	\$ 250,000	\$ 150,000	\$ 150,000	\$ 150,000
<b>Capital Total</b>	<b>\$ 262,873</b>	<b>\$ 1,849,816</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
<b>Grand Total</b>	<b>\$ 24,851,281</b>	<b>\$ 25,956,864</b>	<b>\$ 26,313,666</b>	<b>\$ 25,326,864</b>	<b>\$ 25,326,864</b>



### STATEMENT OF PURPOSE

To serve as the central management and administration source and engineering support for activities, operations, and projects related to Salisbury-Rowan Utilities (SRU).

### DIVISIONAL PERFORMANCE GOALS

1. Continue efforts toward rate stabilization and overall fiscal stability.
2. Implement procedures to enable an annual water audit.
3. Provide timely stakeholder communications and public education.
4. Protect and defend Salisbury and Rowan County's water rights and supply.
5. Continue to participate in High Rock Lake Nutrient Management Strategy process.
6. Assist in cooperative effort with the County to extend water and sewer to growth corridors.
7. Pursue appropriate expansion of SRU system.
8. Complete an update of the Vulnerability Assessment.
9. Manage and fund a sustainable capital improvement program (CIP).

### PERFORMANCE MEASURES

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Administrative Workload</b>			
FTEs	87	89	89
Total Estimated Population Receiving Water Service (countywide)	51,350	51,800	52,000
Total Estimated Population Receiving Sewer Service (countywide)	53,275	53,325	53,400
Land Area Spanned for Water Service (square miles)	47.5	48.9	49.0
Land Area Spanned for Sewer Service (square miles)	45.5	45.5	45.7
Number of Water Connections	21,000	21,100	21,200
Number of Sewer Connections	17,950	17,990	18,050
Residential Water Rate (per 1 CCF) *	\$3.80	\$3.89	\$3.99
Residential Sewer Rate (per 1 CCF)	\$5.13	\$5.25	\$5.31
<b>Administrative Efficiency</b>			
Employee Turnover Rate	10.5%	11.9%	9.5%
FTEs Per Square Mile Served	1.83	1.82	1.82
Average Residential Utility Bill as % of Median Household Income	1.84%	1.78%	1.78%
<b>Administrative Effectiveness</b>			
Average Years of Experience	11.9	11.2	11.4
Service Density (Population Served per Square Mile) - Water	1,081	1,059	1,061
Service Density (Population Served per Square Mile) - Sewer	1,171	1,172	1,168
Average Residential Rate Increase (% over prior year)	2.6%	2.15%	1.60%

\* 1 CCF = 100 cubic feet of water

## BUDGET REQUEST

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 700,086	\$ 708,481	\$ 757,246	\$ 765,010	\$ 765,010
OVERTIME SALARIES	\$ 923	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
PART TIME SALARIES	\$ 2,005	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 50,248	\$ 54,132	\$ 58,042	\$ 58,636	\$ 58,636
RETIREMENT	\$ 51,114	\$ 55,321	\$ 69,957	\$ 69,139	\$ 69,139
401(K) EMPLOYER CONTRIBUTION	\$ 20,229	\$ 21,223	\$ 22,761	\$ 22,994	\$ 22,994
PENSION EXPENSE - LGERS	\$ (17,673)	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 95,139	\$ 98,710	\$ 119,557	\$ 119,557	\$ 119,557
LIFE INSURANCE	\$ 1,589	\$ 1,762	\$ 1,894	\$ 1,897	\$ 1,897
EMP SEC INS	\$ 1,253	\$ 6,991	\$ 7,513	\$ 5,313	\$ 5,313
WORKERS COMPENSATION	\$ 21,000	\$ 22,500	\$ 25,850	\$ 24,750	\$ 24,750
<b>Personnel Total</b>	<b>\$ 925,913</b>	<b>\$ 970,620</b>	<b>\$ 1,064,320</b>	<b>\$ 1,068,796</b>	<b>\$ 1,068,796</b>
<b>Operations</b>					
UNIFORMS	\$ 1,158	\$ 3,450	\$ 3,450	\$ 3,450	\$ 3,450
GAS & OIL	\$ 3,553	\$ 3,542	\$ 6,409	\$ 5,212	\$ 5,212
DEPARTMENT SUPPLIES	\$ 5,586	\$ 8,450	\$ 8,400	\$ 8,400	\$ 8,400
TRAVEL	\$ 3,746	\$ 2,000	\$ 4,800	\$ 4,800	\$ 4,800
TELEPHONE	\$ 537	\$ 600	\$ 1,128	\$ 7,383	\$ 7,383
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,944	\$ 1,944	\$ 1,944
WIRELESS AIR CARDS	\$ 788	\$ 1,044	\$ 913	\$ 913	\$ 913
POSTAGE	\$ 79,939	\$ 83,600	\$ 84,800	\$ 84,800	\$ 84,800
ELECTRIC POWER	\$ 9,215	\$ 10,259	\$ 10,064	\$ 9,121	\$ 9,121
NATURAL GAS	\$ 331	\$ 332	\$ 536	\$ 437	\$ 437
CITY UTILITIES	\$ 1,377	\$ 1,296	\$ 1,691	\$ 1,662	\$ 1,662
PRINTING	\$ 20,211	\$ 22,200	\$ 24,000	\$ 24,000	\$ 24,000
BUILDINGS & GROUNDS	\$ 17,838	\$ 13,000	\$ 15,000	\$ 15,000	\$ 15,000
B/G CONTRACTED SERVICES	\$ 7,150	\$ 7,500	\$ 7,344	\$ 7,344	\$ 7,344
MAINT EQUIPMENT	\$ 7,810	\$ 950	\$ 1,500	\$ 1,500	\$ 1,500
MAINT RADIO	\$ -	\$ -	\$ 600	\$ 600	\$ 600
MAINT CMPT SOFTWARE	\$ 15,354	\$ 6,760	\$ 7,180	\$ 7,180	\$ 7,180
MAINT AUTO	\$ 704	\$ 2,100	\$ 3,000	\$ 3,000	\$ 3,000
VEHICLE DAMAGE REPAIR	\$ 62	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 8,346	\$ 10,500	\$ 11,400	\$ 11,400	\$ 11,400
COPIER CONTRACT EXPENSE	\$ 3,166	\$ 3,500	\$ 3,000	\$ 3,000	\$ 3,000
INSURANCE PREMIUMS	\$ 2,566	\$ 2,876	\$ 3,163	\$ 3,163	\$ 3,163
DEPRECIATION EXPENSE	\$ 5,509,808	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 32,015	\$ 37,523	\$ 38,032	\$ 38,032	\$ 38,032
COLLECTION EXPENSES	\$ 168,883	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
MISCELLANEOUS EXPENSE	\$ 6,674	\$ 8,850	\$ 8,000	\$ 8,000	\$ 8,000
SPECIAL PROJECTS	\$ -	\$ 50,000	\$ 460,000	\$ 460,000	\$ 460,000
EMPLOYEE ASSISTANCE PROGRAM	\$ 1,728	\$ 1,668	\$ 1,612	\$ 1,612	\$ 1,612
RETIREE HEALTH INSURANCE	\$ 38,258	\$ 74,718	\$ 91,492	\$ 91,492	\$ 91,492
PROFESSIONAL SERVICES	\$ 790,277	\$ 683,445	\$ 865,000	\$ 1,097,490	\$ 1,097,490
CLIENT COMMUNITY - CHINA GROVE	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - GRANITE QUARRY	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - ROCKWELL	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - SPENCER	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000
TRANSFER - CAP RESERVE FUND	\$ 19,480	\$ 23,395	\$ 22,195	\$ 22,195	\$ 22,195
CHARGES-GENERAL FUND	\$ 3,230,223	\$ 3,230,223	\$ 3,230,233	\$ 3,230,233	\$ 3,230,233
<b>Operations Total</b>	<b>\$ 9,986,782</b>	<b>\$ 4,443,781</b>	<b>\$ 5,266,886</b>	<b>\$ 5,503,363</b>	<b>\$ 5,503,363</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 10,912,694</b>	<b>\$ 5,414,401</b>	<b>\$ 6,331,206</b>	<b>\$ 6,572,159</b>	<b>\$ 6,572,159</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Utilities Director	1	1	1	1	1
Administrative Services Manager	1	1	1	1	1
Environmental Education Specialist	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Maintenance Technician	1	1	1	1	1
Utilities Engineering Manager	1	1	1	1	1
Engineering Technician I/II/III	1	1	1	1	1
Utilities Construction Inspector	1	1	1	1	1
Senior Engineer	1	1	1	1	1
Systems Analyst	1	1	1	1	1
Plants Operation Manager <sup>1</sup>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	10	10	11	11	11

<sup>1</sup> Position moved from (817-100)



## Plant Operations - Water Treatment

811

### STATEMENT OF PURPOSE

To provide the customers of Salisbury-Rowan Utilities with a sufficient supply of high quality potable water that meets all regulation standards for purity, taste, appearance, and flow adequacy at a reasonable cost to the consumer.

### DIVISIONAL PERFORMANCE GOALS

1. Continue to exceed State and Federal drinking water standards.
2. Implement procedures to enable an annual water audit.
3. Provide opportunities for staff training and development.
4. Bypass unnecessary sedimentation basin process.
5. Bridge water distribution and water treatment through strategic position and job function changes.
6. Plan and prepare for a dewatering facility located at Water treatment Plant.
7. Continue to use and start to evaluate data from asset management system (Asset Essentials).

### PERFORMANCE MEASURES

	FY 2018 Actual	FY 2019 Estimate	FY 2020 Projected
<b>Water Treatment Workload</b>			
Number of Water Treatment FTEs (includes lab)	9	9	9
Millions of Gallons Potable Water Produced	3,428	3,510	3,550
Number of Water Quality Complaints	52	58	60
Number of Water Analyses Performed	96,101	97,000	97,000
<b>Water Treatment Efficiency</b>			
Cost Per Million Gallons of Potable Water Produced	\$571	\$536	\$540
<b>Water Treatment Effectiveness</b>			
Average Water Plant Operational Capacity	37.6%	38.5%	38.9%
Average Daily Potable Water Turbidity (NTU)	0.05	0.05	0.05

### BUDGET REQUEST

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 491,737	\$ 541,912	\$ 402,714	\$ 402,714	\$ 402,714
OVERTIME SALARIES	\$ 33,784	\$ 27,000	\$ 20,000	\$ 20,000	\$ 20,000
FICA TAX	\$ 36,478	\$ 43,455	\$ 32,337	\$ 32,337	\$ 32,337
RETIREMENT	\$ 39,441	\$ 43,705	\$ 38,973	\$ 38,130	\$ 38,130
401(K) EMPLOYER CONTRIBUTION	\$ 15,604	\$ 16,830	\$ 12,682	\$ 12,682	\$ 12,682
HEALTH CARE	\$ 100,376	\$ 112,791	\$ 104,846	\$ 104,846	\$ 104,846
LIFE INSURANCE	\$ 1,109	\$ 1,343	\$ 1,004	\$ 995	\$ 995
EMP SEC INS	\$ 146	\$ 4,669	\$ 3,978	\$ 2,786	\$ 2,786
WORKERS COMPENSATION	\$ 18,900	\$ 20,250	\$ 21,150	\$ 20,250	\$ 20,250
<b>Personnel Total</b>	<b>\$ 737,575</b>	<b>\$ 811,955</b>	<b>\$ 637,684</b>	<b>\$ 634,740</b>	<b>\$ 634,740</b>

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
UNIFORMS	\$ 2,940	\$ 3,600	\$ 4,400	\$ 4,400	\$ 4,400
EXPENDABLE EQUIPMENT	\$ 1,062	\$ 2,000	\$ 4,000	\$ 4,000	\$ 4,000
GAS & OIL	\$ 4,583	\$ 5,181	\$ 10,742	\$ 8,740	\$ 8,740
DEPARTMENT SUPPLIES	\$ 1,816	\$ 4,300	\$ 5,400	\$ 5,400	\$ 5,400
CHEMICALS	\$ 291,368	\$ 342,000	\$ 328,000	\$ 328,000	\$ 328,000
LAB SUPPLIES	\$ 37,021	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
TRAVEL	\$ 583	\$ 3,700	\$ -	\$ -	\$ -
TELEPHONE	\$ 957	\$ 950	\$ 624	\$ 624	\$ 624
CELL PHONE STIPEND	\$ -	\$ -	\$ 300	\$ 300	\$ 300
POSTAGE	\$ 1,747	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
ELECTRIC POWER	\$ 434,343	\$ 534,808	\$ 518,875	\$ 518,850	\$ 518,850
NATURAL GAS	\$ 6,775	\$ 6,558	\$ 4,162	\$ 3,981	\$ 3,981
CITY UTILITIES	\$ 8,125	\$ 8,081	\$ 11,940	\$ 11,382	\$ 11,382
BUILDINGS & GROUNDS	\$ 56,788	\$ 2,500	\$ 70,800	\$ -	\$ -
B/G CONTRACTED SERVICES	\$ 3,863	\$ 3,800	\$ 3,888	\$ 3,888	\$ 3,888
MAINT EQUIPMENT	\$ 258,653	\$ 352,800	\$ 539,000	\$ 199,000	\$ 199,000
MAINT RADIO	\$ 91	\$ 3,460	\$ 5,140	\$ 5,140	\$ 5,140
MAINT AUTO	\$ 1,814	\$ 7,285	\$ 1,200	\$ 1,200	\$ 1,200
TRAINING	\$ 2,336	\$ 2,900	\$ 6,000	\$ 6,000	\$ 6,000
COPIER CONTRACT EXPENSE	\$ 675	\$ 750	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 21,991	\$ 23,833	\$ 25,374	\$ 25,374	\$ 25,374
DUES & SUBSCRIPTIONS	\$ 1,200	\$ 1,500	\$ 800	\$ 800	\$ 800
FACILITY LICENSE FEES	\$ 5,475	\$ 5,505	\$ 5,505	\$ 5,505	\$ 5,505
MISCELLANEOUS EXPENSE	\$ 697	\$ 1,140	\$ 540	\$ 540	\$ 540
CONTRACTED SERVICES	\$ 368,555	\$ 394,900	\$ 398,600	\$ 398,600	\$ 398,600
TRANSFER - CAP RESERVE FUND	\$ 51,917	\$ 49,747	\$ 41,247	\$ 41,247	\$ 41,247
<b>Operations Total</b>	<b>\$ 1,565,374</b>	<b>\$ 1,804,298</b>	<b>\$ 2,031,037</b>	<b>\$ 1,617,471</b>	<b>\$ 1,617,471</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ 1,349,816	\$ -	\$ -	\$ -
C O ROOF / HVAC	\$ 12,923	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 12,923</b>	<b>\$ 1,349,816</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 2,315,871</b>	<b>\$ 3,966,069</b>	<b>\$ 2,668,721</b>	<b>\$ 2,252,211</b>	<b>\$ 2,252,211</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Water Treatment Plant (811)</b>					
Plant Operations Manager	1	1	1	1	1
Water Treatment Plant Operator I/II/Sr. <sup>1</sup>	6	6	5	5	5
Maintenance Technician/Sr.	1	1	1	1	1
Chemist <sup>2</sup>	1	1	0	0	0
Distribution System Technician <sup>1,2</sup>	<u>0</u>	<u>0</u>	<u>2</u>	<u>2</u>	<u>2</u>
TOTAL	9	9	9	9	9

<sup>1</sup> Positions reclassified

<sup>2</sup> Positions reclassified

**STATEMENT OF PURPOSE**

To provide Salisbury-Rowan Utilities with an effective, efficient system for the distribution of potable water and the collection of wastewater through an equally effective, efficient sewer system.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to increase inflow and infiltration reduction efforts by repairing and/or replacing identified wastewater lines.
2. Continue to implement preventative maintenance program and recommend rehab projects to be included in the CIP.
3. Implement a comprehensive work-order system to include inventory, maintenance record keeping and system improvements with full integration with the current GIS framework.
4. Provide opportunities for staff training and development.
5. Update and/or replace fire hydrants, valves, and meter installations that are unserviceable.
6. Provide a quick turnaround on installation of new water and sewer taps.

**PERFORMANCE MEASURES**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Distribution &amp; Collection Workload</b>			
Inch Miles of Distribution Line Maintained	3,960	3,978	4,000
Inch Miles of Collection Line Maintained	4,440	4,449	4,480
Number of Pump Stations Maintained	8	8	8
Number of Lift Stations Maintained	34	34	34
Total Water, Sewer & Irrigation Taps Installed by SRU	134	140	140
Distribution Line Failures	142	140	140
Collection Line Failures	12	10	10
Reported Complaints	326	400	400
<b>Distribution &amp; Collection Efficiency</b>			
Cost Per Inch Mile of Distribution Line Maintained	\$523	\$501	\$520
Cost Per Inch Mile of Collection Line Maintained	\$381	\$378	\$380
<b>Distribution &amp; Collection Effectiveness</b>			
Failures Per Inch Mile of Distribution Line Maintained	0.036	0.035	0.035
Incidents Per Inch Mile of Collection Line Maintained	0.003	0.002	0.002

## BUDGET REQUEST

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 1,042,577	\$ 1,208,647	\$ 1,289,917	\$ 1,289,917	\$ 1,289,917
OVERTIME SALARIES	\$ 33,927	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000
FICA TAX	\$ 77,187	\$ 96,416	\$ 102,654	\$ 102,654	\$ 102,654
RETIREMENT	\$ 80,059	\$ 98,555	\$ 123,722	\$ 121,042	\$ 121,042
401(K) EMPLOYER CONTRIBUTION	\$ 31,688	\$ 37,807	\$ 40,256	\$ 40,256	\$ 40,256
HEALTH CARE	\$ 243,283	\$ 315,131	\$ 325,831	\$ 325,831	\$ 325,831
LIFE INSURANCE	\$ 2,346	\$ 2,997	\$ 3,203	\$ 3,176	\$ 3,176
EMP SEC INS	\$ 361	\$ 11,901	\$ 12,711	\$ 8,896	\$ 8,896
WORKERS COMPENSATION	\$ 54,600	\$ 67,500	\$ 72,850	\$ 69,750	\$ 69,750
<b>Personnel Total</b>	<b>\$ 1,566,029</b>	<b>\$ 1,890,954</b>	<b>\$ 2,023,144</b>	<b>\$ 2,013,522</b>	<b>\$ 2,013,522</b>
<b>Operations</b>					
UNIFORMS	\$ 19,081	\$ 25,540	\$ 25,540	\$ 25,540	\$ 25,540
EXPENDABLE EQUIPMENT	\$ 10,614	\$ 23,350	\$ 39,850	\$ 39,850	\$ 39,850
MATERIALS NEW STREETS	\$ 78,899	\$ 133,000	\$ 133,000	\$ 133,000	\$ 133,000
GAS & OIL	\$ 52,334	\$ 81,690	\$ 97,660	\$ 87,671	\$ 87,671
DEPARTMENT SUPPLIES	\$ 18,435	\$ 22,770	\$ 22,750	\$ 22,750	\$ 22,750
METERS & METER BOXES	\$ 123,165	\$ 176,500	\$ 176,500	\$ 176,500	\$ 176,500
HOSE AND FITTINGS	\$ 151,824	\$ 140,750	\$ 142,750	\$ 142,750	\$ 142,750
TRAVEL	\$ 4,860	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
TELEPHONE	\$ 2,960	\$ 3,031	\$ 1,728	\$ 1,728	\$ 1,728
CELL PHONE STIPEND	\$ -	\$ -	\$ 300	\$ 300	\$ 300
WIRELESS AIR CARDS	\$ 456	\$ 468	\$ 468	\$ 468	\$ 468
POSTAGE	\$ 333	\$ 100	\$ 150	\$ 150	\$ 150
ELECTRIC POWER	\$ 9,854	\$ 10,894	\$ 11,735	\$ 11,052	\$ 11,052
NATURAL GAS	\$ 1,488	\$ 1,487	\$ 2,179	\$ 1,470	\$ 1,470
CITY UTILITIES	\$ 6,305	\$ 6,937	\$ 8,009	\$ 7,614	\$ 7,614
BUILDINGS & GROUNDS	\$ 2,207	\$ 2,500	\$ 4,000	\$ 4,000	\$ 4,000
B/G CONTRACTED SERVICES	\$ 8,989	\$ 8,875	\$ 8,399	\$ 8,399	\$ 8,399
MAINT EQUIPMENT	\$ 44,822	\$ 67,400	\$ 67,400	\$ 67,400	\$ 67,400
MAINT RADIO	\$ 264	\$ 1,000	\$ 3,000	\$ 3,000	\$ 3,000
MAINT CMPT SOFTWARE	\$ 7,900	\$ 10,400	\$ 10,400	\$ 10,400	\$ 10,400
MAINT FIRE HYDRANTS	\$ 22,696	\$ 20,000	\$ -	\$ -	\$ -
MAINT AUTO	\$ 40,754	\$ 41,800	\$ 41,800	\$ 41,800	\$ 41,800
VEHICLE DAMAGE REPAIR	\$ 650	\$ 326	\$ -	\$ -	\$ -
WATER LINE REPAIRS	\$ 181,011	\$ 773,334	\$ 450,000	\$ 450,000	\$ 450,000
SEWER LINE REPAIRS	\$ 100,650	\$ 944,625	\$ 1,500,000	\$ 1,000,000	\$ 1,000,000
TRAINING	\$ 10,080	\$ 7,100	\$ 10,540	\$ 10,540	\$ 10,540
COPIER CONTRACT EXPENSE	\$ 3,268	\$ 4,000	\$ 3,000	\$ 3,000	\$ 3,000
INSURANCE PREMIUMS	\$ 9,870	\$ 10,152	\$ 11,096	\$ 11,096	\$ 11,096
DUES & SUBSCRIPTIONS	\$ 2,415	\$ 2,960	\$ 3,210	\$ 3,210	\$ 3,210
MISCELLANEOUS EXPENSE	\$ 4,103	\$ 10,429	\$ 11,500	\$ 11,500	\$ 11,500
FINES & PENALTIES	\$ 370	\$ -	\$ -	\$ -	\$ -
CONTRACTED SERVICES	\$ 351,302	\$ 563,485	\$ 563,485	\$ 563,485	\$ 563,485
TRANSFER - CAP RESERVE FUND	\$ 182,363	\$ 191,941	\$ 137,983	\$ 137,983	\$ 137,983
TRANSFER - CAPITAL PROJECT FUND	\$ 1,500,000	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
<b>Operations Total</b>	<b>\$ 2,954,323</b>	<b>\$ 3,294,844</b>	<b>\$ 4,996,432</b>	<b>\$ 4,484,656</b>	<b>\$ 4,484,656</b>
<b>Capital</b>					
WATER LINE EXTENSION	\$ 239,310	\$ 250,000	\$ 150,000	\$ 150,000	\$ 150,000
SEWER LINE EXTENSION	\$ 10,640	\$ 250,000	\$ 150,000	\$ 150,000	\$ 150,000
<b>Capital Total</b>	<b>\$ 249,950</b>	<b>\$ 500,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
<b>Grand Total</b>	<b>\$ 4,770,302</b>	<b>\$ 5,685,798</b>	<b>\$ 7,319,576</b>	<b>\$ 6,798,178</b>	<b>\$ 6,798,178</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Administration (100)</b>					
Utilities Systems Manager	1	1	1	1	1
Assistant Systems Manager	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
<b>Distribution Maint. &amp; Const. (850)</b>					
Assistant Systems Manager	1	1	1	1	1
Maintenance Supervisor	2	2	2	2	2
Maintenance Worker	5	5	5	5	5
Utilities Locator	1	1	1	1	1
Backflow Coordinator <sup>1</sup>	0	0	1	1	1
<b>Preventive Maintenance (854)</b>					
Maintenance Supervisor <sup>2</sup>	1	1	0	0	0
Preventive Maintenance Manager	1	1	1	1	1
Maintenance Worker I/II/III/Sr. <sup>2</sup>	7	7	8	8	8
<b>Asphalt Maintenance (858)</b>					
Crew Leader	0	1	1	1	1
Equipment Operator <sup>3</sup>	0	2	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3</sup>	0	1	3	3	3
<b>Utilities Construction (859)</b>					
Construction Foreman	1	1	1	1	1
Maintenance Worker	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
<b>TOTAL</b>	<b>26</b>	<b>30</b>	<b>31</b>	<b>31</b>	<b>31</b>

<sup>1</sup> Position moved from (819-855)

<sup>2</sup> Position reclassified

<sup>3</sup> Position reclassified

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>813 W/S Maint/Construction-Utility (859)</b>			
Sewer line extension Salisbury/Rowan County	\$ 150,000	\$ 150,000	\$ 150,000
Water line extension Salisbury/Rowan County	<u>150,000</u>	<u>150,000</u>	<u>150,000</u>
<b>Total Capital Outlay</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>



### STATEMENT OF PURPOSE

To operate the Salisbury-Rowan Utilities wastewater laboratory, effectively implement the City's industrial pretreatment and Fats, Oils, and Grease (FOG) programs, manage the general stormwater permits for the wastewater treatment plants, and provide technical support to the utility ensuring regulatory compliance.

### DIVISIONAL PERFORMANCE GOALS

1. Provide opportunities for staff training and development.
2. Continue implementation of the Pretreatment and Fats, Oils and Grease (FOG) programs.
3. Increase FOG public education efforts through brochures, newsletter, tours and presentations.

### PERFORMANCE MEASURES

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Environmental Services Workload</b>			
Lab - Number of tests that wastewater lab is certified to perform	17	10	10
Lab - Number of Wastewater Analyses Performed-Estimate	8,500	5,000	5,000
Pretreatment - Number of Permitted Industries (SIUs and Locals)	10	10	10
PT - Number of Inspections completed	10	10	10
PT - Surcharge	\$199,316	\$175,000	\$175,000
PT - Number of NOV's issued	10	10	10
PT - Amount of Penalties issued	\$1,500	\$500	\$500
FOG - Number of regulated Food Service Establishments (FSEs)	318	300	300
FOG - Number of Inspections completed (includes re-inspections)	350	350	350
FOG - Number of NOV's issued	10	5	5
FOG - Amount of penalties issued	\$563.96	\$250	\$250

### BUDGET REQUEST

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY19-20</b>	<b>FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 397,719	\$ 400,736	\$ 366,601	\$ 366,601	\$ 366,601
OVERTIME SALARIES	\$ 144	\$ 500	\$ 500	\$ 500	\$ 500
FICA TAX	\$ 29,190	\$ 30,694	\$ 28,081	\$ 28,081	\$ 28,081
RETIREMENT	\$ 29,193	\$ 31,377	\$ 33,846	\$ 33,111	\$ 33,111
401(K) EMPLOYER CONTRIBUTION	\$ 11,555	\$ 12,036	\$ 11,014	\$ 11,014	\$ 11,014
HEALTH CARE	\$ 64,338	\$ 66,485	\$ 77,292	\$ 74,596	\$ 74,596
LIFE INSURANCE	\$ 909	\$ 1,000	\$ 917	\$ 908	\$ 908
EMP SEC INS	\$ 1,415	\$ 3,967	\$ 3,634	\$ 2,544	\$ 2,544
WORKERS COMPENSATION	\$ 14,700	\$ 15,750	\$ 16,450	\$ 15,750	\$ 15,750
<b>Personnel Total</b>	<b>\$ 549,162</b>	<b>\$ 562,545</b>	<b>\$ 538,335</b>	<b>\$ 533,105</b>	<b>\$ 533,105</b>

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
UNIFORMS	\$ 1,851	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800
GAS & OIL	\$ 1,469	\$ 1,760	\$ 2,198	\$ 1,855	\$ 1,855
DEPARTMENT SUPPLIES	\$ 3,363	\$ 14,100	\$ 17,000	\$ 17,000	\$ 17,000
LAB SUPPLIES	\$ 15,503	\$ 30,950	\$ 25,150	\$ 25,150	\$ 25,150
TRAVEL	\$ 438	\$ 1,400	\$ 2,200	\$ 2,200	\$ 2,200
TELEPHONE	\$ 377	\$ 400	\$ 216	\$ 216	\$ 216
WIRELESS AIR CARDS	\$ 1,368	\$ 960	\$ 960	\$ 960	\$ 960
POSTAGE	\$ 396	\$ 750	\$ 750	\$ 750	\$ 750
MAINT INSTRUMENTS	\$ 8,247	\$ 10,600	\$ 4,000	\$ 4,000	\$ 4,000
MAINT AUTO	\$ 301	\$ 700	\$ 700	\$ 700	\$ 700
ADVERTISING	\$ -	\$ 700	\$ -	\$ -	\$ -
TRAINING	\$ 1,999	\$ 3,720	\$ 4,355	\$ 4,355	\$ 4,355
INSURANCE PREMIUMS	\$ 400	\$ 421	\$ 458	\$ 458	\$ 458
DUES & SUBSCRIPTIONS	\$ 780	\$ 480	\$ 540	\$ 540	\$ 540
FACILITY LICENSE FEES	\$ 2,000	\$ 2,150	\$ 1,500	\$ 1,500	\$ 1,500
MISCELLANEOUS EXPENSE	\$ 817	\$ 1,600	\$ 2,300	\$ 2,300	\$ 2,300
CONTRACTED SERVICES	\$ 21,646	\$ 23,960	\$ 26,360	\$ 26,360	\$ 26,360
TRANSFER - CAP RESERVE FUND	\$ 6,900	\$ 4,600	\$ 2,100	\$ 2,100	\$ 2,100
<b>Operations Total</b>	<b>\$ 67,854</b>	<b>\$ 102,051</b>	<b>\$ 93,587</b>	<b>\$ 93,244</b>	<b>\$ 93,244</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 617,017</b>	<b>\$ 664,596</b>	<b>\$ 631,922</b>	<b>\$ 626,349</b>	<b>\$ 626,349</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Environmental Services Manager	1	1	1	1	1
Laboratory Services Supervisor	1	1	1	1	1
Laboratory Analyst <sup>1</sup>	1	1	2	2	2
Chemist <sup>1</sup>	1	1	0	0	0
Fog Program Coordinator	1	1	1	1	1
Regulatory Compliance Technician	1	1	1	1	1
Pretreatment Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup> Position reclassified

**STATEMENT OF PURPOSE**

To provide Salisbury-Rowan Utilities with a system capable of treating domestic and industrial wastewater generated by its customers using methods that satisfy all regulatory standards and requirements.

**DIVISIONAL PERFORMANCE GOALS**

1. Improve recruitment and retention efforts and provide opportunities for staff training and development.
2. Plan, prepare and break ground for next phase of treatment plant improvements, specifically preliminary treatment, RAS and WAS pumping and flow equalization.
3. Continue to update existing lift stations and eliminate stations where feasible.
4. Continue to use and start to evaluate data from asset management system (Asset Essentials).

**PERFORMANCE MEASURES**

	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
<b>Wastewater Treatment Workload</b>			
Number of Wastewater Treatment FTEs (inc. lab & maintenance)	32.0	31.5	30.5
Millions of Gallons Wastewater Treated	2,970	3,885	3,400
Tons of Dry Bio-Solids Land-Applied or Landfilled	919	1,183	1,200
<b>Wastewater Treatment Efficiency</b>			
Cost Per Million Gallons of Wastewater Treated, including Biosolids program	\$1,270	\$834	\$950
<b>Wastewater Treatment Effectiveness</b>			
Average Wastewater Plant Operational Capacity	65%	85%	75%
Average Daily Wastewater Effluent Turbidity (Total Suspended Solids)	16.5	16.0	16.0
Gallons of Wastewater Returned Per Potable Gallons Produced	0.87	1.11	0.96



**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 1,110,619	\$ 1,072,988	\$ 1,177,903	\$ 1,177,903	\$ 1,177,903
OVERTIME SALARIES	\$ 79,745	\$ 76,500	\$ 58,000	\$ 58,000	\$ 58,000
FICA TAX	\$ 84,642	\$ 87,768	\$ 94,546	\$ 94,546	\$ 94,546
RETIREMENT	\$ 87,864	\$ 90,435	\$ 113,948	\$ 111,476	\$ 111,476
401(K) EMPLOYER CONTRIBUTION	\$ 34,868	\$ 34,633	\$ 37,078	\$ 37,078	\$ 37,078
HEALTH CARE	\$ 230,070	\$ 238,936	\$ 252,657	\$ 248,156	\$ 248,156
LIFE INSURANCE	\$ 2,451	\$ 2,687	\$ 2,927	\$ 2,901	\$ 2,901
EMP SEC INS	\$ 1,750	\$ 11,328	\$ 11,612	\$ 8,127	\$ 8,127
WORKERS COMPENSATION	\$ 52,500	\$ 56,250	\$ 56,400	\$ 54,000	\$ 54,000
<b>Personnel Total</b>	<b>\$ 1,684,508</b>	<b>\$ 1,671,525</b>	<b>\$ 1,805,071</b>	<b>\$ 1,792,187</b>	<b>\$ 1,792,187</b>
<b>Operations</b>					
UNIFORMS	\$ 10,281	\$ 15,500	\$ 13,750	\$ 13,750	\$ 13,750
EXPENDABLE EQUIPMENT	\$ 5,168	\$ 12,500	\$ 15,000	\$ 15,000	\$ 15,000
GAS & OIL	\$ 36,153	\$ 45,471	\$ 63,574	\$ 52,305	\$ 52,305
DEPARTMENT SUPPLIES	\$ 21,112	\$ 20,350	\$ 58,900	\$ 25,000	\$ 25,000
CHEMICALS	\$ 282,590	\$ 383,000	\$ 319,500	\$ 319,500	\$ 319,500
TRAVEL	\$ 416	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
TELEPHONE	\$ 3,531	\$ 2,806	\$ 1,412	\$ 1,404	\$ 1,404
CELL PHONE STIPEND	\$ -	\$ -	\$ 2,148	\$ 2,148	\$ 2,148
WIRELESS AIR CARDS	\$ 3,193	\$ 4,056	\$ 4,056	\$ 4,056	\$ 4,056
POSTAGE	\$ 551	\$ 700	\$ 500	\$ 500	\$ 500
ELECTRIC POWER	\$ 699,994	\$ 848,340	\$ 837,844	\$ 836,797	\$ 836,797
CITY UTILITIES	\$ 179,933	\$ 199,920	\$ 329,426	\$ 292,948	\$ 292,948
BUILDINGS & GROUNDS	\$ 91,785	\$ 20,500	\$ 112,200	\$ 46,500	\$ 46,500
B/G CONTRACTED SERVICES	\$ 16,627	\$ 19,554	\$ 16,632	\$ 16,632	\$ 16,632
MAINT EQUIPMENT	\$ 785,979	\$ 1,635,500	\$ 770,200	\$ 672,200	\$ 672,200
MAINT RADIO	\$ 7,850	\$ 19,460	\$ 19,320	\$ 19,320	\$ 19,320
MAINT CMPT SOFTWARE	\$ 9,232	\$ 14,590	\$ 53,549	\$ 33,173	\$ 33,173
MAINT INSTRUMENTS	\$ 11,679	\$ 4,570	\$ 6,370	\$ 6,370	\$ 6,370
MAINT AUTO	\$ 34,379	\$ 11,500	\$ 5,500	\$ 5,500	\$ 5,500
VEHICLE DAMAGE REPAIR	\$ 979	\$ 178	\$ -	\$ -	\$ -
TRAINING	\$ 11,140	\$ 17,803	\$ 22,800	\$ 22,800	\$ 22,800
COPIER CONTRACT EXPENSE	\$ 2,098	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200
INSURANCE PREMIUMS	\$ 41,750	\$ 43,131	\$ 45,555	\$ 45,555	\$ 45,555
DUES & SUBSCRIPTIONS	\$ 1,775	\$ 2,474	\$ 2,585	\$ 2,585	\$ 2,585
FACILITY LICENSE FEES	\$ 4,850	\$ 4,910	\$ 3,600	\$ 3,600	\$ 3,600
MISCELLANEOUS EXPENSE	\$ 6,237	\$ 6,800	\$ 500	\$ 500	\$ 500
CONTRACTED SERVICES	\$ 217,087	\$ 279,879	\$ 31,824	\$ 31,824	\$ 31,824
TRANSFER - CAP RESERVE FUND	\$ 201,721	\$ 199,792	\$ 196,393	\$ 196,393	\$ 196,393
<b>Operations Total</b>	<b>\$ 2,688,089</b>	<b>\$ 3,816,734</b>	<b>\$ 2,936,588</b>	<b>\$ 2,669,810</b>	<b>\$ 2,669,810</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 4,372,596</b>	<b>\$ 5,488,259</b>	<b>\$ 4,741,659</b>	<b>\$ 4,461,997</b>	<b>\$ 4,461,997</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
<b>Administration (100)</b>					
Plant Operations Manager <sup>2</sup>	1	1	0	0	0
Wastewater Operations Supervisor	0	1	1	1	1
Wastewater Maintenance Supervisor <sup>1</sup>	0	0	1	1	1
<b>Town Creek WWTP (901)</b>					
Maintenance Technician/Sr. <sup>3</sup>	2	0	2	2	2
Lead Wastewater Treatment Plant Operator	0	1	1	1	1
Senior Wastewater Plant Operator	2	1	1	1	1
Wastewater Plant Operator	5	4	4	4	4
Utility Maintenance Coordinator <sup>5</sup>	0	0	1	1	1
<b>Grant Creek WWTP (902)</b>					
Maintenance Technician/Sr. <sup>3</sup>	2	0	4	4	4
Plant Maint Supervisor Sr	1	0	0	0	0
Lead Wastewater Treatment Plant Operator	0	1	1	1	1
Senior Wastewater Plant Operator	0	1	1	1	1
Wastewater Plant Operator <sup>4</sup>	4	3	4	4	4
<b>Residuals Management (903)</b>					
Residuals Operator/Sr. <sup>4</sup>	3	2	0	0	0
<b>SCADA (905)</b>					
SCADA Technician	1	1	1	1	1
<b>Lift Station (906)</b>					
Maintenance Technician <sup>3,5</sup>	3	8	1	1	1
Utilities Systems Supervisor <sup>1</sup>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	25	25	24	24	24

<sup>1</sup> Position reclassified and moved to (100)

<sup>2</sup> Position moved to (721-100)

<sup>3</sup> Position reclassified and moved to (901)

<sup>4</sup> Position reclassified and moved to (902)

<sup>5</sup> Positions reclassified and moved to (901)

### STATEMENT OF PURPOSE

To efficiently and effectively maintain and read utility meters with a high level of customer service.

### DIVISIONAL PERFORMANCE GOALS

1. Continue to maintain and improve the comprehensive backflow prevention program.
2. Assist customers with high bill complaints by identifying the causes and finding resolutions.
3. Implement procedures to enable an annual water audit.
4. Work closely and cooperatively with Finance and Customer Service staff in order to provide outstanding customer service.
5. Work with other City Departments in identifying and implementing a municipal work order system with real-time data and asset management capability.
6. Provide opportunities for staff training and development.

### PERFORMANCE MEASURES

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Meter Readings Per Fiscal Year	263,856	264,000	265,000
<b>Efficiency</b>			
Cost Per 100 Meter Readings	\$310	\$298	\$300
<b>Effectiveness</b>			
Percent of Meters Misread	0.001%	0.0005%	0.0005%

### BUDGET REQUEST

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY19-20</b>	<b>FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 395,060	\$ 325,599	\$ 278,645	\$ 278,645	\$ 278,645
OVERTIME SALARIES	\$ 10,306	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
FICA TAX	\$ 28,911	\$ 25,673	\$ 22,082	\$ 22,082	\$ 22,082
RETIREMENT	\$ 30,394	\$ 26,244	\$ 26,613	\$ 26,036	\$ 26,036
401(K) EMPLOYER CONTRIBUTION	\$ 12,022	\$ 10,069	\$ 8,660	\$ 8,660	\$ 8,660
HEALTH CARE	\$ 96,736	\$ 93,001	\$ 72,791	\$ 72,791	\$ 72,791
LIFE INSURANCE	\$ 882	\$ 806	\$ 689	\$ 683	\$ 683
EMP SEC INS	\$ 728	\$ 3,199	\$ 2,734	\$ 1,914	\$ 1,914
WORKERS COMPENSATION	\$ 21,000	\$ 18,000	\$ 16,450	\$ 15,750	\$ 15,750
<b>Personnel Total</b>	<b>\$ 596,038</b>	<b>\$ 512,591</b>	<b>\$ 438,664</b>	<b>\$ 436,561</b>	<b>\$ 436,561</b>

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
UNIFORMS	\$ 3,534	\$ 4,350	\$ 3,880	\$ 3,880	\$ 3,880
GAS & OIL	\$ 12,592	\$ 8,315	\$ 16,142	\$ 13,638	\$ 13,638
DEPARTMENT SUPPLIES	\$ 1,920	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
METERS & METER BOXES	\$ 284	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
HOSE AND FITTINGS	\$ -	\$ 100	\$ 100	\$ 100	\$ 100
TRAVEL	\$ -	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100
TELEPHONE	\$ 3,610	\$ 4,200	\$ 1,140	\$ 1,140	\$ 1,140
POSTAGE	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
CITY UTILITIES	\$ 567	\$ 624	\$ 468	\$ 463	\$ 463
MAINT EQUIPMENT	\$ 25,101	\$ 19,560	\$ 15,840	\$ 15,840	\$ 15,840
MAINT RADIO	\$ -	\$ -	\$ 500	\$ 500	\$ 500
MAINT CMPT SOFTWARE	\$ 197,744	\$ 205,560	\$ 207,990	\$ 207,990	\$ 207,990
MAINT AUTO	\$ 6,502	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750
VEHICLE DAMAGE REPAIR	\$ 85	\$ 175	\$ -	\$ -	\$ -
TRAINING	\$ 589	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
COPIER CONTRACT EXPENSE	\$ 177	\$ 200	\$ 200	\$ 200	\$ 200
INSURANCE PREMIUMS	\$ 2,054	\$ 2,158	\$ 1,627	\$ 1,627	\$ 1,627
DUES & SUBSCRIPTIONS	\$ 382	\$ 1,535	\$ 1,535	\$ 1,535	\$ 1,535
MISCELLANEOUS EXPENSE	\$ 374	\$ 1,625	\$ 1,800	\$ 1,800	\$ 1,800
TRANSFER - CAP RESERVE FUND	\$ 17,426	\$ 10,608	\$ 15,074	\$ 15,074	\$ 15,074
<b>Operations Total</b>	<b>\$ 272,942</b>	<b>\$ 274,560</b>	<b>\$ 281,846</b>	<b>\$ 279,337</b>	<b>\$ 279,337</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 868,981</b>	<b>\$ 787,151</b>	<b>\$ 720,510</b>	<b>\$ 715,898</b>	<b>\$ 715,898</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Sr. Meter Mechanic	1	1	1	1	1
Office Assistant <sup>3</sup>	1	0	0	0	0
Utilities Technician <sup>3</sup>	0	1	1	1	1
Meter Services Supervisor	1	1	1	1	1
Backflow Coordinator <sup>2</sup>	1	1	0	0	0
Meter Reader (Sr.)/Technician <sup>1</sup>	<u>6</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
<b>TOTAL</b>	<b>10</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup> Two positions eliminated due to AMI/AMR Project completion

<sup>2</sup> Position moved to (813-850)

<sup>3</sup> Position reclassified

### STATEMENT OF PURPOSE

To provide for principal and interest payments on outstanding Water and Sewer Fund debt.

### BUDGET REQUEST

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
BOND PRINCIPAL	\$ -	\$ 2,026,435	\$ 2,107,252	\$ 2,107,252	\$ 2,107,252
STATE LOANS-CWB PRINCIPAL	\$ -	\$ 610,000	\$ 610,000	\$ 610,000	\$ 610,000
BOND INTEREST EXPENSE	\$ 885,255	\$ 838,928	\$ 753,828	\$ 753,828	\$ 753,828
STATE LOANS-CWB INTEREST	\$ 44,929	\$ 31,720	\$ 15,860	\$ 15,860	\$ 15,860
LEASE PURCHASE PRINCIPAL	\$ -	\$ 129,240	\$ 129,240	\$ 129,240	\$ 129,240
LEASE PURCHASE INTEREST EXP	\$ 14,209	\$ 12,722	\$ 10,298	\$ 10,298	\$ 10,298
DEBT PRINCIPAL PYMTS ON BEHALF	\$ -	\$ 259,490	\$ 239,490	\$ 239,490	\$ 239,490
DEBT INTEREST PYMTS ON BEHALF	\$ 49,426	\$ 42,055	\$ 34,104	\$ 34,104	\$ 34,104
<b>Operations Total</b>	\$ 993,820	\$ 3,950,590	\$ 3,900,072	\$ 3,900,072	\$ 3,900,072
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 993,820	\$ 3,950,590	\$ 3,900,072	\$ 3,900,072	\$ 3,900,072







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# Water & Sewer Capital Reserve Fund

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**CITY OF SALISBURY, NORTH CAROLINA**

**WATER AND SEWER CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
With Estimated Actual for the Year Ending June 30, 2019 and  
Actual for the Year Ended June 30, 2018

	<b><u>2018</u></b> <b><u>Actual</u></b>	<b><u>2019</u></b> <b><u>Estimate</u></b>	<b><u>2020</u></b> <b><u>Budget</u></b>
REVENUES:			
Non Operating Revenues:			
Interest earned on investments	\$ 20,739	\$ 42,852	\$ 32,000
Total miscellaneous	\$ 20,739	\$ 42,852	\$ 32,000
OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	\$ 479,807	\$ 480,383	\$ 414,992
Total other financing sources	\$ 479,807	\$ 480,383	\$ 414,992
 Total revenues and other financing sources	 \$ 500,546	 \$ 523,235	 \$ 446,992

**Water and Sewer Capital Reserve****STATEMENT OF PURPOSE**

The Water and Sewer Capital Reserve funds replacement cost of Water and Sewer Utility vehicles and computers and accrues reserves for future purchases.

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
<b>Operations Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ 491,777	\$ 95,415	\$ 95,415	\$ 95,415
C O COMPUTER EQUIPMENT	\$ 19,876	\$ 76,666	\$ 90,470	\$ 90,470	\$ 90,470
EQUIPMENT REPLACEMENT RESERVE	\$ -	\$ -	\$ -	\$ 261,107	\$ 261,107
<b>Capital Total</b>	\$ 19,876	\$ 568,443	\$ 185,885	\$ 446,992	\$ 446,992
<b>Grand Total</b>	\$ 19,876	\$ 568,443	\$ 185,885	\$ 446,992	\$ 446,992

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
<b>Administration</b>			
Computer Equipment Replacement	\$ 19,900	\$ 19,900	\$ 19,900
<b>Total Capital Outlay</b>	<b>\$ 19,900</b>	<b>\$ 19,900</b>	<b>\$ 19,900</b>
<b>Plant Operations - Water Treatment</b>			
Computer Equipment Replacement	\$ 15,304	\$ 15,304	\$ 15,304
Replace PO10508 w/ 3/4 Ton Ext Cab 4X4	36,702	36,702	36,702
<b>Total Capital Outlay</b>	<b>\$ 52,006</b>	<b>\$ 52,006</b>	<b>\$ 52,006</b>
<b>Systems Maintenance</b>			
Computer Equipment Replacement	\$ 15,100	\$ 15,100	\$ 15,100
Replace SM30005 w/ like 10 Ton Trailer	24,211	24,211	24,211
Replace SM11008 w/ like 1/2 Ton Ext Cab 4X4	34,502	34,502	34,502
<b>Total Capital Outlay</b>	<b>\$ 73,813</b>	<b>\$ 73,813</b>	<b>\$ 73,813</b>
<b>Environmental Services</b>			
Computer Equipment Replacement	\$ 9,150	\$ 9,150	\$ 9,150
<b>Total Capital Outlay</b>	<b>\$ 9,150</b>	<b>\$ 9,150</b>	<b>\$ 9,150</b>
<b>Plant Operations - Wastewater Treatment</b>			
Computer Equipment Replacement	\$ 9,912	\$ 9,912	\$ 9,912
<b>Total Capital Outlay</b>	<b>\$ 9,912</b>	<b>\$ 9,912</b>	<b>\$ 9,912</b>
<b>Meter Services</b>			
Computer Equipment Replacement	\$ 21,104	\$ 21,104	\$ 21,104
<b>Total Capital Outlay</b>	<b>\$ 21,104</b>	<b>\$ 21,104</b>	<b>\$ 21,104</b>



# Transit Fund

**CITY OF SALISBURY, NORTH CAROLINA****TRANSIT FUND****STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
 With Estimated Actual for the Year Ending June 30, 2019 and  
 Actual for the Year Ended June 30, 2018

	<b>2018 Actual</b>	<b>2019 Estimate</b>	<b>2020 Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 133,830	\$ 64,723	\$ 62,000
Other operating revenues	22,708	3,795	70,750
Total operating revenues	<u>\$ 156,538</u>	<u>\$ 68,518</u>	<u>\$ 132,750</u>
<b>NONOPERATING REVENUES:</b>			
Intergovernmental	\$ 568,628	\$ 762,332	\$ 630,547
Interest earned on investments	5,492	11,750	8,500
Total nonoperating revenues	<u>\$ 574,120</u>	<u>\$ 774,082</u>	<u>\$ 639,047</u>
<b>OTHER FINANCING SOURCES:</b>			
Operating transfer from General Fund	\$ 465,322	\$ 467,822	\$ 633,564
Fund equity appropriated	-	267,713	-
Total other financing sources	<u>\$ 465,322</u>	<u>\$ 735,535</u>	<u>\$ 633,564</u>
Total revenues and other financing sources	<u>\$ 1,195,980</u>	<u>\$ 1,578,135</u>	<u>\$ 1,405,361</u>





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**CITY OF SALISBURY**  
**FY 2019-2020 BUDGET SUMMARY**  
**TRANSIT FUND**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>REVENUE</b>	\$ 1,195,980	\$ 1,674,367	\$ 1,224,187	\$ 1,405,361	\$ 1,405,361
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 450,036	\$ 483,219	\$ 491,923	\$ 491,923	\$ 491,923
OVERTIME SALARIES	\$ 15,997	\$ 8,600	\$ 8,600	\$ 8,600	\$ 8,600
PART TIME SALARIES	\$ 61,520	\$ 25,480	\$ 67,296	\$ 67,296	\$ 67,296
FICA TAX	\$ 37,388	\$ 39,495	\$ 43,439	\$ 43,439	\$ 43,439
RETIREMENT	\$ 34,228	\$ 38,378	\$ 46,147	\$ 45,147	\$ 45,147
401(K) EMPLOYER CONTRIBUTION	\$ 12,738	\$ 14,721	\$ 15,017	\$ 15,017	\$ 15,017
PENSION EXPENSE - LGERS	\$ (2,437)	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 108,682	\$ 121,892	\$ 126,721	\$ 120,087	\$ 120,087
LIFE INSURANCE	\$ 950	\$ 1,205	\$ 1,227	\$ 1,218	\$ 1,218
EMP SEC INS	\$ 1,817	\$ 5,032	\$ 5,549	\$ 3,882	\$ 3,882
WORKERS COMPENSATION	\$ 29,400	\$ 31,500	\$ 35,250	\$ 33,750	\$ 33,750
<b>Personnel Total</b>	<b>\$ 750,320</b>	<b>\$ 769,522</b>	<b>\$ 841,169</b>	<b>\$ 830,359</b>	<b>\$ 830,359</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 638	\$ 2,101	\$ 2,101	\$ 2,101	\$ 2,101
UNIFORMS	\$ 3,259	\$ 4,675	\$ 4,675	\$ 4,675	\$ 4,675
EXPENDABLE EQUIPMENT	\$ 1,239	\$ 604	\$ 604	\$ 604	\$ 604
GAS & OIL	\$ 94,797	\$ 111,695	\$ 154,133	\$ 124,612	\$ 124,612
TIRES & TUBES	\$ 13,498	\$ 15,513	\$ 15,000	\$ 10,000	\$ 10,000
PARTS	\$ 50,444	\$ 48,708	\$ 118,800	\$ 90,000	\$ 90,000
VEHICLE CLEANING SUP	\$ 216	\$ 515	\$ 515	\$ 515	\$ 515
DEPARTMENT SUPPLIES	\$ 2,923	\$ 2,051	\$ 2,351	\$ 2,351	\$ 2,351
COMMUNICATION EQUIPMT	\$ 1,306	\$ 1,300	\$ 3,000	\$ 3,000	\$ 3,000
COMPUTER SUPPLIES	\$ 171	\$ 451	\$ 451	\$ 451	\$ 451
TRAVEL	\$ 840	\$ 367	\$ 383	\$ 383	\$ 383
TRAVEL SUBSISTENCE	\$ 40	\$ 824	\$ 824	\$ 824	\$ 824
TELEPHONE	\$ 356	\$ 500	\$ 440	\$ 301	\$ 301
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
POSTAGE	\$ 157	\$ 300	\$ 300	\$ 300	\$ 300
ELECTRIC POWER	\$ 4,992	\$ 5,197	\$ 5,804	\$ 5,087	\$ 5,087
NATURAL GAS	\$ 5,546	\$ 4,865	\$ 8,594	\$ 6,609	\$ 6,609
CITY UTILITIES	\$ 912	\$ 974	\$ 808	\$ 792	\$ 792
PRINTING	\$ 29	\$ 5,000	\$ 5,000	\$ 4,000	\$ 4,000
BUILDINGS & GROUNDS	\$ 4,468	\$ 4,746	\$ 4,746	\$ 4,746	\$ 4,746
B/G CONTRACTED SERVICES	\$ 5,774	\$ 5,509	\$ 5,611	\$ 5,611	\$ 5,611
MAINT EQUIPMENT	\$ 6,716	\$ 7,750	\$ 12,550	\$ 9,000	\$ 9,000
MAINT AUTO	\$ 859	\$ 8,500	\$ 500	\$ 500	\$ 500
VEHICLE SPARE PARTS	\$ -	\$ 10,000	\$ 20,000	\$ -	\$ -
VEHICLE DAMAGE REPAIR	\$ 1,125	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
ADVERTISING	\$ 460	\$ 5,000	\$ 5,000	\$ 2,500	\$ 2,500
TRAINING	\$ 2,287	\$ 10,650	\$ 10,650	\$ 4,000	\$ 4,000
COPIER CONTRACT EXPENSE	\$ 1,817	\$ 1,800	\$ 2,200	\$ 2,200	\$ 2,200

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
INSURANCE PREMIUMS	\$ 12,610	\$ 13,241	\$ 14,130	\$ 14,130	\$ 14,130
INSURANCE CLAIMS	\$ 740	\$ 500	\$ 500	\$ 500	\$ 500
DEPRECIATION EXPENSE	\$ 116,403	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 600	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350
MISCELLANEOUS EXPENSE	\$ 1,774	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
SPECIAL PROJECTS	\$ 10,700	\$ 10,700	\$ 20,700	\$ 10,700	\$ 10,700
CONTRACTED SERVICES	\$ 81,435	\$ 173,118	\$ 121,300	\$ 68,903	\$ 68,903
EMPLOYEE ASSISTANCE PROGRAM	\$ 240	\$ 264	\$ 272	\$ 272	\$ 272
RETIREE HEALTH INSURANCE	\$ 10,009	\$ 9,149	\$ 18,299	\$ 9,149	\$ 9,149
PROFESSIONAL SERVICES	\$ 1,233	\$ 2,660	\$ 4,960	\$ 2,292	\$ 2,292
CHARGES-GENERAL FUND	\$ 117,500	\$ 120,000	\$ 120,000	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 558,114</b>	<b>\$ 592,877</b>	<b>\$ 689,895</b>	<b>\$ 395,802</b>	<b>\$ 395,802</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 13,783	\$ 311,968	\$ 692,200	\$ 179,200	\$ 179,200
<b>Capital Total</b>	<b>\$ 13,783</b>	<b>\$ 311,968</b>	<b>\$ 692,200</b>	<b>\$ 179,200</b>	<b>\$ 179,200</b>
<b>Grand Total</b>	<b>\$ 1,322,216</b>	<b>\$ 1,674,367</b>	<b>\$ 2,223,264</b>	<b>\$ 1,405,361</b>	<b>\$ 1,405,361</b>

### **STATEMENT OF PURPOSE**

To provide a safe, efficient, and affordable transportation alternative to the general public in the cities of Salisbury, Spencer, and East Spencer; thus permitting greater accessibility to employment, social, recreational, educational, and medical facilities. The department also provides an ADA demand responsive paratransit system that includes wheelchair lift-equipped vans to accommodate citizens unable to access our fixed route bus system because of a functional disability.

### **DEPARTMENTAL PERFORMANCE GOALS**

1. Consistently provide exceptional service to all customers.
2. Evaluate fixed routes for efficiency and effectiveness as well as the feasibility to expand routes and services.
3. Better marketing and spreading the word about public transit by “telling the story through a benefits campaign” to local elected bodies and the community at large.
4. Improve transit connectivity inside and outside the City of Salisbury by focusing on connecting customers to places.
5. Maintain transit infrastructure at a high level and improve the aesthetic appeal of shelters, bus stops, benches, and signs.

### **PERFORMANCE MEASURES**

	<b>FY 2018 Actual</b>	<b>FY 2019 Estimate</b>	<b>FY 2020 Projected</b>
<b>Workload</b>			
Number of Passengers -Fixed Route	148,897	140,000	141,400
Number of Passengers - ADA	8,392	8,476	8,561
Number of Full-sized Buses	6	6	6
Number of Routes	3	3	3
Revenue Miles Driven**	158,491	136,000	136,000
Gallons of Fuel Used **	39,852	36,500	36,500
Fares Collected (Dollars) - Fixed Route	\$72,830	\$70,000	\$70,000
State Matching Funds Collected	\$189,253	\$189,253	\$189,253
<b>Efficiency</b>			
Average Cost Per Mile	\$7.52	\$9.02	\$10.82
Average Cost Per Passenger - Routine	\$8.01	\$9.61	\$11.53
Average Cost Per Passenger - ADA	\$11.84	\$15.39	\$20.00
<b>Effectiveness</b>			
Complaints Received	4	6	4
Number of Break-Downs	2	1	4
Number of Driver Vacancies	0	0	0
Accidents	0	2	0
Injuries	0	0	0

\*\*Decrease in fuel & miles is from no Weekend Express service

## BUDGET REQUEST

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 124,945	\$ 128,798	\$ 132,242	\$ 132,242	\$ 132,242
OVERTIME SALARIES	\$ 1,227	\$ 100	\$ 100	\$ 100	\$ 100
FICA TAX	\$ 9,123	\$ 9,782	\$ 10,125	\$ 10,125	\$ 10,125
RETIREMENT	\$ 9,390	\$ 9,998	\$ 12,201	\$ 11,938	\$ 11,938
401(K) EMPLOYER CONTRIBUTION	\$ 3,716	\$ 3,835	\$ 3,970	\$ 3,970	\$ 3,970
PENSION EXPENSE - LGERS	\$ (2,437)	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 19,833	\$ 20,103	\$ 20,103	\$ 20,103	\$ 20,103
LIFE INSURANCE	\$ 245	\$ 319	\$ 330	\$ 327	\$ 327
EMP SEC INS	\$ 446	\$ 1,265	\$ 1,310	\$ 917	\$ 917
WORKERS COMPENSATION	\$ 4,200	\$ 4,500	\$ 4,700	\$ 4,500	\$ 4,500
<b>Personnel Total</b>	<b>\$ 170,689</b>	<b>\$ 178,700</b>	<b>\$ 185,081</b>	<b>\$ 184,222</b>	<b>\$ 184,222</b>
<b>Operations</b>					
UNIFORMS	\$ 682	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
DEPARTMENT SUPPLIES	\$ 2,923	\$ 2,051	\$ 2,351	\$ 2,351	\$ 2,351
COMMUNICATION EQUIPMT	\$ -	\$ 300	\$ -	\$ -	\$ -
COMPUTER SUPPLIES	\$ 171	\$ 451	\$ 451	\$ 451	\$ 451
TRAVEL	\$ 840	\$ 367	\$ 383	\$ 383	\$ 383
TRAVEL SUBSISTENCE	\$ 40	\$ 824	\$ 824	\$ 824	\$ 824
TELEPHONE	\$ 356	\$ 500	\$ 440	\$ 301	\$ 301
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
POSTAGE	\$ 157	\$ 300	\$ 300	\$ 300	\$ 300
PRINTING	\$ 29	\$ 5,000	\$ 5,000	\$ 4,000	\$ 4,000
ADVERTISING	\$ 460	\$ 5,000	\$ 5,000	\$ 2,500	\$ 2,500
TRAINING	\$ 2,287	\$ 10,650	\$ 10,650	\$ 4,000	\$ 4,000
COPIER CONTRACT EXPENSE	\$ 1,817	\$ 1,800	\$ 2,200	\$ 2,200	\$ 2,200
INSURANCE PREMIUMS	\$ 529	\$ 12,846	\$ 14,130	\$ 14,130	\$ 14,130
INSURANCE CLAIMS	\$ 740	\$ 500	\$ 500	\$ 500	\$ 500
DEPRECIATION EXPENSE	\$ 116,403	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 600	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350
MISCELLANEOUS EXPENSE	\$ 1,774	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
EMPLOYEE ASSISTANCE PROGRAM	\$ 240	\$ 264	\$ 272	\$ 272	\$ 272
RETIREE HEALTH INSURANCE	\$ 10,009	\$ 9,149	\$ 18,299	\$ 9,149	\$ 9,149
PROFESSIONAL SERVICES	\$ 733	\$ 1,000	\$ 3,168	\$ 500	\$ 500
CHARGES-GENERAL FUND	\$ 117,500	\$ 120,000	\$ 120,000	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 258,290</b>	<b>\$ 174,652</b>	<b>\$ 188,662</b>	<b>\$ 46,555</b>	<b>\$ 46,555</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 428,978</b>	<b>\$ 353,352</b>	<b>\$ 373,743</b>	<b>\$ 230,777</b>	<b>\$ 230,777</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Transit Director	1	1	1	1	1
Transit Dispatcher	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2



**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 176,948	\$ 211,498	\$ 211,843	\$ 211,843	\$ 211,843
OVERTIME SALARIES	\$ 11,556	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
PART TIME SALARIES	\$ 55,646	\$ 13,000	\$ 13,572	\$ 13,572	\$ 13,572
FICA TAX	\$ 16,882	\$ 17,442	\$ 17,512	\$ 17,512	\$ 17,512
RETIREMENT	\$ 13,978	\$ 16,813	\$ 19,855	\$ 19,423	\$ 19,423
401(K) EMPLOYER CONTRIBUTION	\$ 4,724	\$ 6,449	\$ 6,461	\$ 6,461	\$ 6,461
HEALTH CARE	\$ 60,321	\$ 72,537	\$ 77,366	\$ 70,732	\$ 70,732
LIFE INSURANCE	\$ 368	\$ 529	\$ 529	\$ 526	\$ 526
EMP SEC INS	\$ 647	\$ 2,227	\$ 2,237	\$ 1,565	\$ 1,565
WORKERS COMPENSATION	\$ 16,800	\$ 18,000	\$ 18,800	\$ 18,000	\$ 18,000
<b>Personnel Total</b>	<b>\$ 357,869</b>	<b>\$ 361,995</b>	<b>\$ 371,675</b>	<b>\$ 363,134</b>	<b>\$ 363,134</b>
<b>Operations</b>					
UNIFORMS	\$ 2,577	\$ 2,775	\$ 3,675	\$ 3,675	\$ 3,675
GAS & OIL	\$ 94,797	\$ 100,123	\$ 142,561	\$ 113,040	\$ 113,040
INSURANCE PREMIUMS	\$ 12,082	\$ 395	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ 10,700	\$ 10,700	\$ 20,700	\$ 10,700	\$ 10,700
CONTRACTED SERVICES	\$ 4,682	\$ 14,600	\$ 14,600	\$ 20,000	\$ 20,000
PROFESSIONAL SERVICES	\$ 500	\$ 1,660	\$ 1,792	\$ 1,792	\$ 1,792
<b>Operations Total</b>	<b>\$ 125,338</b>	<b>\$ 130,253</b>	<b>\$ 183,328</b>	<b>\$ 149,207</b>	<b>\$ 149,207</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 483,207</b>	<b>\$ 492,248</b>	<b>\$ 555,003</b>	<b>\$ 512,341</b>	<b>\$ 512,341</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Transit Operator	7	7	7	7	7
Transit Operator (Temp/PT Pool)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	8	8	8	8	8

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 148,144	\$ 142,923	\$ 147,838	\$ 147,838	\$ 147,838
OVERTIME SALARIES	\$ 3,214	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
PART TIME SALARIES	\$ 5,875	\$ 12,480	\$ 13,008	\$ 13,008	\$ 13,008
FICA TAX	\$ 11,383	\$ 12,271	\$ 12,687	\$ 12,687	\$ 12,687
RETIREMENT	\$ 10,860	\$ 11,567	\$ 14,091	\$ 13,786	\$ 13,786
401(K) EMPLOYER CONTRIBUTION	\$ 4,298	\$ 4,437	\$ 4,586	\$ 4,586	\$ 4,586
HEALTH CARE	\$ 28,527	\$ 29,252	\$ 29,252	\$ 29,252	\$ 29,252
LIFE INSURANCE	\$ 337	\$ 357	\$ 368	\$ 365	\$ 365
EMP SEC INS	\$ 724	\$ 1,540	\$ 1,595	\$ 1,115	\$ 1,115
WORKERS COMPENSATION	\$ 8,400	\$ 9,000	\$ 9,400	\$ 9,000	\$ 9,000
<b>Personnel Total</b>	<b>\$ 221,762</b>	<b>\$ 228,827</b>	<b>\$ 237,825</b>	<b>\$ 236,637</b>	<b>\$ 236,637</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 638	\$ 2,101	\$ 2,101	\$ 2,101	\$ 2,101
EXPENDABLE EQUIPMENT	\$ 1,239	\$ 604	\$ 604	\$ 604	\$ 604
TIRES & TUBES	\$ 13,498	\$ 10,113	\$ 15,000	\$ 10,000	\$ 10,000
PARTS	\$ 50,444	\$ 48,708	\$ 118,800	\$ 90,000	\$ 90,000
VEHICLE CLEANING SUP	\$ 216	\$ 515	\$ 515	\$ 515	\$ 515
COMMUNICATION EQUIPMT	\$ 1,306	\$ 1,000	\$ 3,000	\$ 3,000	\$ 3,000
ELECTRIC POWER	\$ 4,992	\$ 5,197	\$ 5,804	\$ 5,087	\$ 5,087
NATURAL GAS	\$ 5,546	\$ 4,865	\$ 8,594	\$ 6,609	\$ 6,609
CITY UTILITIES	\$ 912	\$ 974	\$ 808	\$ 792	\$ 792
BUILDINGS & GROUNDS	\$ 4,468	\$ 4,746	\$ 4,746	\$ 4,746	\$ 4,746
B/G CONTRACTED SERVICES	\$ 5,774	\$ 5,509	\$ 5,611	\$ 5,611	\$ 5,611
MAINT EQUIPMENT	\$ 6,716	\$ 7,750	\$ 12,550	\$ 9,000	\$ 9,000
MAINT AUTO	\$ 859	\$ 5,300	\$ 500	\$ 500	\$ 500
VEHICLE SPARE PARTS	\$ -	\$ 10,000	\$ 20,000	\$ -	\$ -
VEHICLE DAMAGE REPAIR	\$ 1,125	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
CONTRACTED SERVICES	\$ 76,754	\$ 158,518	\$ 106,700	\$ 48,903	\$ 48,903
<b>Operations Total</b>	<b>\$ 174,486</b>	<b>\$ 266,900</b>	<b>\$ 306,333</b>	<b>\$ 188,468</b>	<b>\$ 188,468</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 13,783	\$ 95,306	\$ 538,200	\$ 179,200	\$ 179,200
<b>Capital Total</b>	<b>\$ 13,783</b>	<b>\$ 95,306</b>	<b>\$ 538,200</b>	<b>\$ 179,200</b>	<b>\$ 179,200</b>
<b>Grand Total</b>	<b>\$ 410,031</b>	<b>\$ 591,033</b>	<b>\$ 1,082,358</b>	<b>\$ 604,305</b>	<b>\$ 604,305</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Mechanic	1	1	1	1	1
Transit Fleet Supervisor	1	1	1	1	1
Service Worker (PT)	1	1	1	1	1
Transit Planner	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	4	4	4	4	4

**CAPITAL OUTLAY**

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
Light Transit Vehicle #1 (TR80401)	\$ 140,000	\$ 140,000	\$ 140,000
Light Transit Vehicle #2 (TR80402)	140,000	-	-
Light Transit Vehicle #3 (TR80403)	140,000	-	-
Vehicle Surveillance System	14,200	14,200	14,200
Tire Machine/Changer	25,000	25,000	25,000
Live Bus Tracker (5 year contract)	<u>79,000</u>	<u>-</u>	<u>-</u>
<b>Total Capital Outlay</b>	<b>\$ 538,200</b>	<b>\$ 179,200</b>	<b>\$ 179,200</b>



### BUDGET REQUEST

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
PART TIME SALARIES	\$ -	\$ -	\$ 40,716	\$ 40,716	\$ 40,716
FICA TAX	\$ -	\$ -	\$ 3,115	\$ 3,115	\$ 3,115
EMP SEC INS	\$ -	\$ -	\$ 407	\$ 285	\$ 285
WORKERS COMPENSATION	\$ -	\$ -	\$ 2,350	\$ 2,250	\$ 2,250
<b>Personnel Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 46,588</b>	<b>\$ 46,366</b>	<b>\$ 46,366</b>
<b>Operations</b>					
UNIFORMS	\$ -	\$ 900	\$ -	\$ -	\$ -
GAS & OIL	\$ -	\$ 11,572	\$ 11,572	\$ 11,572	\$ 11,572
TIRES & TUBES	\$ -	\$ 5,400	\$ -	\$ -	\$ -
MAINT AUTO	\$ -	\$ 3,200	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ -</b>	<b>\$ 21,072</b>	<b>\$ 11,572</b>	<b>\$ 11,572</b>	<b>\$ 11,572</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ 216,662	\$ 154,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ 216,662</b>	<b>\$ 154,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ -</b>	<b>\$ 237,734</b>	<b>\$ 212,160</b>	<b>\$ 57,938</b>	<b>\$ 57,938</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
NEW PT Transit Operator	0	3	0	0	0
Transit Operator (PT Pool)	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL<sup>1</sup></b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>

<sup>1</sup>Positions reclassified to a PT Pool

### CAPITAL OUTLAY

	Requested FY 19-20	Mgr Recommends FY 19-20	Adopted FY 19-20
ADA Software (3 year contract)	\$ 84,000	\$ -	\$ -
ADA Accessible Minivan Crossover	70,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 154,000</b>	<b>\$ -</b>	<b>\$ -</b>

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# Fibrant Communications Fund

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**CITY OF SALISBURY, NORTH CAROLINA****FIBRANT COMMUNICATIONS FUND****STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
With Estimated Actual for the Year Ending June 30, 2019 and  
Actual for the Year Ended June 30, 2018

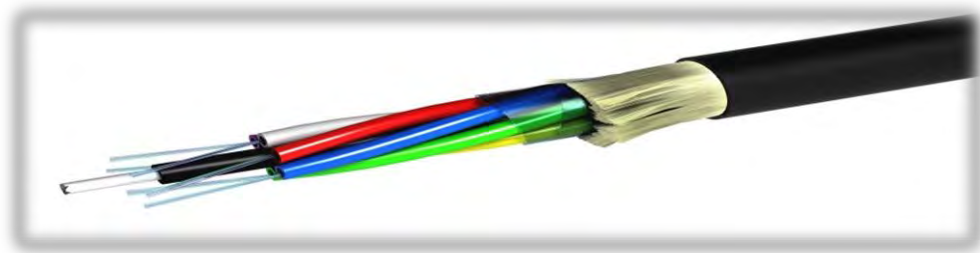
	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 4,420,311	\$ 779,482	\$ -
Lease	-	672,931	848,000
Other operating revenues	1,686,347	1,088,775	590,000
Total operating revenues	<u>\$ 6,106,658</u>	<u>\$ 2,541,187</u>	<u>\$ 1,438,000</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	<u>\$ 3,993</u>	<u>\$ 21,557</u>	<u>\$ 20,000</u>
Total nonoperating revenues	<u>\$ 3,993</u>	<u>\$ 21,557</u>	<u>\$ 20,000</u>
<b>OTHER FINANCING SOURCES:</b>			
Interfund revenues	\$ 3,217,883	\$ 3,000,000	\$ 2,400,000
Refunding bonds issued	-	25,645,000	-
Total other financing sources	<u>\$ 3,217,883</u>	<u>\$ 28,645,000</u>	<u>\$ 2,400,000</u>
Total revenues	<u>\$ 9,328,534</u>	<u>\$ 31,207,744</u>	<u>\$ 3,858,000</u>

## STATEMENT OF PURPOSE

The City held a referendum in May 2018 as a requirement to enter into a lease agreement for management of the broadband utility with Hotwire Communications. The purpose of the Fibrant Communications Fund is to manage the public/private partnership to fully leverage the utility's 10 gig capabilities to attract businesses to Salisbury.

### CITY OF SALISBURY FY 2019-2020 BUDGET SUMMARY FIBRANT COMMUNICATIONS FUND

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>REVENUE</b>	\$ 9,328,534	\$ 33,466,529	\$ 3,838,000	\$ 3,858,000	\$ 3,858,000
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 1,038,145	\$ 1,125,314	\$ -	\$ -	\$ -
OVERTIME SALARIES	\$ 19,888	\$ 28,345	\$ -	\$ -	\$ -
EMPLOYEE COMMISSIONS	\$ 53,763	\$ 70,000	\$ -	\$ -	\$ -
PART TIME SALARIES	\$ 2,922	\$ -	\$ -	\$ -	\$ -
LEO SEPARATION ALLOWANCE	\$ 13	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 81,680	\$ 87,785	\$ -	\$ -	\$ -
RETIREMENT	\$ 82,742	\$ 89,170	\$ -	\$ -	\$ -
401K-SWORN LAW	\$ 8	\$ -	\$ -	\$ -	\$ -
401(K) EMPLOYER CONTRIBUTION	\$ 32,741	\$ 34,211	\$ -	\$ -	\$ -
PENSION EXPENSE - LGERS	\$ (5,279)	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 200,979	\$ 238,093	\$ -	\$ -	\$ -
LIFE INSURANCE	\$ 2,587	\$ 2,821	\$ -	\$ -	\$ -
EMP SEC INS	\$ 412	\$ 11,188	\$ -	\$ -	\$ -
WORKERS COMPENSATION	\$ 50,400	\$ 51,750	\$ -	\$ -	\$ -
<b>Personnel Total</b>	<b>\$ 1,561,001</b>	<b>\$ 1,738,677</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
UNIFORMS	\$ 4,051	\$ 4,600	\$ -	\$ -	\$ -
PROTECTIVE EQUIPMENT	\$ 2,251	\$ 2,200	\$ -	\$ -	\$ -
EXPENDABLE EQUIPMENT	\$ 12,696	\$ 4,770	\$ -	\$ -	\$ -
GAS & OIL	\$ 14,606	\$ 16,503	\$ -	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 4,703	\$ 7,500	\$ -	\$ -	\$ -
SHEATH FIBER	\$ 1,196	\$ 11,996	\$ -	\$ -	\$ -
TRAVEL	\$ 3,605	\$ 6,480	\$ -	\$ -	\$ -
WIRELESS AIR CARDS	\$ 1,368	\$ 2,400	\$ -	\$ -	\$ -
POSTAGE	\$ 2,203	\$ 2,270	\$ -	\$ -	\$ -
MAINT EQUIPMENT	\$ 956	\$ 9,500	\$ -	\$ -	\$ -
MAINT COMPUTER	\$ 36,498	\$ 71,985	\$ -	\$ -	\$ -
MAINT CMPT SOFTWARE	\$ 156,725	\$ 185,365	\$ -	\$ -	\$ -
MAINT AUTO	\$ 18,882	\$ 17,000	\$ -	\$ -	\$ -
VEHICLE DAMAGE REPAIR	\$ 68	\$ -	\$ -	\$ -	\$ -
ADVERTISING	\$ 71,220	\$ (300)	\$ -	\$ -	\$ -
TRAINING	\$ 5,070	\$ 10,540	\$ -	\$ -	\$ -
COPIER CONTRACT EXPENSE	\$ 1,683	\$ 1,950	\$ -	\$ -	\$ -
INSURANCE PREMIUMS	\$ 2,389	\$ 2,509	\$ 2,517	\$ 2,517	\$ 2,517
INSURANCE CLAIMS	\$ 785	\$ -	\$ -	\$ -	\$ -
DEPRECIATION EXPENSE	\$ 695,405	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 1,405	\$ 4,700	\$ -	\$ -	\$ -
MISCELLANEOUS EXPENSE	\$ 36	\$ 2,500	\$ 40,000	\$ 60,000	\$ 60,000
LEGAL FEES	\$ 317,065	\$ 69,820	\$ 40,000	\$ 60,671	\$ 60,671
VIDEO PROGRAMMING FEES	\$ 1,415,824	\$ 1,280,000	\$ -	\$ -	\$ -
TELEPHONE PROGRAMMING FEES	\$ 330,293	\$ 200,000	\$ -	\$ -	\$ -
HELP DESK FEES	\$ 92,864	\$ 50,000	\$ -	\$ -	\$ -
RIGHT OF WAY CHARGES	\$ 37,309	\$ 39,787	\$ -	\$ -	\$ -
INTERNET BACKBONE FEE	\$ 234,915	\$ 199,200	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ 150	\$ -	\$ -	\$ -	\$ -
EMPLOYEE ASSISTANCE PROGRAM	\$ 480	\$ 432	\$ -	\$ -	\$ -
RETIREE HEALTH INSURANCE	\$ 1,863	\$ -	\$ -	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 194,772	\$ 560,119	\$ 100,000	\$ 100,000	\$ 100,000
LEASE - DROP/INSTALL	\$ -	\$ -	\$ 240,000	\$ 240,000	\$ 240,000
LEASE - DARK FIBER	\$ -	\$ -	\$ 44,000	\$ 44,000	\$ 44,000
LEASE - CAPITAL	\$ -	\$ -	\$ 120,000	\$ 120,000	\$ 120,000
LEASE PURCHASE PRINCIPAL	\$ -	\$ 2,070,000	\$ 1,965,000	\$ 1,965,000	\$ 1,965,000
LEASE PURCHASE INTEREST EXPENSE	\$ 532,584	\$ 511,122	\$ 897,792	\$ 897,792	\$ 897,792
INTERFUND INTEREST	\$ 70,770	\$ 71,020	\$ 68,020	\$ 68,020	\$ 68,020
INTERFUND PRINCIPAL	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
BOND SERVICE CHARGES	\$ 339,382	\$ 303,210	\$ -	\$ -	\$ -
PAYMENT TO REFUNDING AGENT	\$ -	\$ 25,341,790	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 138,255	\$ 125,310	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 4,744,326</b>	<b>\$ 31,486,278</b>	<b>\$ 3,817,329</b>	<b>\$ 3,858,000</b>	<b>\$ 3,858,000</b>

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Capital</b>					
C O SET TOP BOXES	\$ 79,051	\$ 60,235	\$ -	\$ -	\$ -
C O INSTALLATION LABOR	\$ -	\$ 5,000	\$ -	\$ -	\$ -
CO PLANT MATERIALS	\$ 54,900	\$ 80,372	\$ -	\$ -	\$ -
CO ONT'S AND POWER SUPPLIES	\$ 100,511	\$ 59,979	\$ -	\$ -	\$ -
CO PREMISE INSTALL MATERIALS	\$ 33,720	\$ 35,988	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 268,182</b>	<b>\$ 241,574</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 6,573,510</b>	<b>\$ 33,466,529</b>	<b>\$ 3,817,329</b>	<b>\$ 3,858,000</b>	<b>\$ 3,858,000</b>



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# Fibrant Capital Reserve Fund

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**CITY OF SALISBURY, NORTH CAROLINA**

**FIBRANT COMMUNICATIONS CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
With Estimated Actual for the Year Ending June 30, 2019 and  
Actual for the Year Ended June 30, 2018

	<b><u>2018</u></b> <b><u>Actual</u></b>	<b><u>2019</u></b> <b><u>Estimate</u></b>	<b><u>2020</u></b> <b><u>Budget</u></b>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 3,052	\$ 8,000	\$ -
Total nonoperating revenues	<u>\$ 3,052</u>	<u>\$ 8,000</u>	<u>\$ -</u>
OTHER FINANCING SOURCES:			
Operating transfer from Fibrant Communications Fund	\$ 138,255	\$ -	\$ -
Interfund revenues	<u>122,830</u>	<u>-</u>	<u>-</u>
Total other financing sources	<u>\$ 261,085</u>	<u>\$ -</u>	<u>\$ -</u>
 Total revenues and other financing sources	 <u><u>\$ 264,137</u></u>	 <u><u>\$ 8,000</u></u>	 <u><u>\$ -</u></u>



**Fibrant Communications Capital Reserve Fund****STATEMENT OF PURPOSE**

The Fibrant Communications Capital Reserve Fund was established to fund replacement costs of vehicles and computers for the Fibrant enterprise. This fund was closed during FY19 due to the lease agreement with HotWire Communications beginning September 21, 2018.

**BUDGET REQUEST**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 19-20
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	-	-
Capital	6,296	248,140	-	-	-
TOTAL	\$ 6,296	\$ 248,140	\$ -	\$ -	\$ -



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# Stormwater Utility Fund

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**CITY OF SALISBURY, NORTH CAROLINA**

**STORMWATER UTILITY FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
With Estimated Actual for the Year Ending June 30, 2019 and  
Actual for the Year Ended June 30, 2018

	<b><u>2018 Actual</u></b>	<b><u>2019 Estimate</u></b>	<b><u>2020 Budget</u></b>
OPERATING REVENUES:			
Charges for services	\$1,310,048	\$1,830,595	\$1,842,000
Other operating revenues	<u>27,077</u>	<u>25,127</u>	<u>21,400</u>
Total operating revenues	<u>\$1,337,125</u>	<u>\$1,855,722</u>	<u>\$1,863,400</u>
NONOPERATING REVENUES:			
Interest earned on investments	<u>\$ 8,860</u>	<u>\$ 21,673</u>	<u>\$ 20,000</u>
Total nonoperating revenues	<u>\$ 8,860</u>	<u>\$ 21,673</u>	<u>\$ 20,000</u>
Total revenues	<u><u>\$ 1,345,985</u></u>	<u><u>\$ 1,877,395</u></u>	<u><u>\$ 1,883,400</u></u>



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**CITY OF SALISBURY**  
**FY 2019-2020 BUDGET SUMMARY**  
**STORMWATER UTILITY FUND**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>REVENUE</b>	\$ 1,345,985	\$ 1,834,746	\$ 1,857,400	\$ 1,883,400	\$ 1,883,400
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 283,421	\$ 402,933	\$ 423,463	\$ 423,463	\$ 423,463
OVERTIME SALARIES	\$ 10,461	\$ 11,250	\$ 11,250	\$ 11,250	\$ 11,250
PART TIME SALARIES	\$ 4,860	\$ 10,400	\$ 10,440	\$ 10,440	\$ 10,440
FICA TAX	\$ 21,258	\$ 31,789	\$ 34,056	\$ 34,056	\$ 34,056
RETIREMENT	\$ 22,110	\$ 32,675	\$ 40,080	\$ 39,212	\$ 39,212
401(K) EMPLOYER CONTRIBUTION	\$ 8,751	\$ 12,349	\$ 13,042	\$ 13,042	\$ 13,042
PENSION EXPENSE - LGERS	\$ (2,031)	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 76,081	\$ 92,894	\$ 102,934	\$ 102,934	\$ 102,934
LIFE INSURANCE	\$ 666	\$ 999	\$ 1,057	\$ 1,048	\$ 1,048
EMP SEC INS	\$ 1,421	\$ 4,070	\$ 4,299	\$ 3,008	\$ 3,008
WORKERS COMPENSATION	\$ 23,100	\$ 24,750	\$ 25,850	\$ 24,750	\$ 24,750
<b>Personnel Total</b>	<b>\$ 450,097</b>	<b>\$ 624,109</b>	<b>\$ 666,471</b>	<b>\$ 663,203</b>	<b>\$ 663,203</b>
<b>Operations</b>					
UNIFORMS	\$ 6,535	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
EXPENDABLE EQUIPMENT	\$ 6,019	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250
STORM SEWERS	\$ 24,322	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
CONSTRUCTION	\$ 4,053	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
GAS & OIL	\$ 12,647	\$ 14,319	\$ 15,898	\$ 17,164	\$ 17,164
DEPARTMENT SUPPLIES	\$ 455	\$ 500	\$ 500	\$ 500	\$ 500
TRAVEL	\$ 1,036	\$ 800	\$ 800	\$ 800	\$ 800
TELEPHONE	\$ -	\$ -	\$ -	\$ 151	\$ 151
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
POSTAGE	\$ 31	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
PRINTING	\$ 1,311	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
MAINT EQUIPMENT	\$ 19,950	\$ 23,607	\$ 23,607	\$ 23,607	\$ 23,607
MAINT ST CLEAN EQUIP	\$ 2,556	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
MAINT AUTO	\$ 14,112	\$ 6,800	\$ 12,750	\$ 12,750	\$ 12,750
VEHICLE DAMAGE REPAIR	\$ 228	\$ -	\$ -	\$ -	\$ -
COUNTY LANDFILL CHARGES	\$ 30,000	\$ 20,000	\$ 30,000	\$ 30,000	\$ 30,000
ADVERTISING	\$ 3,734	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
TRAINING	\$ 1,512	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 3,833	\$ 4,419	\$ 5,579	\$ 5,579	\$ 5,579
DEPRECIATION EXPENSE	\$ 32,152	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 165	\$ 250	\$ 250	\$ 250	\$ 250
MISCELLANEOUS EXPENSE	\$ 6,976	\$ 7,652	\$ 7,652	\$ 7,652	\$ 7,652
SPECIAL PROJECTS	\$ 105,214	\$ 401,752	\$ 425,597	\$ 363,584	\$ 363,584
CONTRACTED SERVICES	\$ 8,500	\$ -	\$ -	\$ -	\$ -
EMPLOYEE ASSISTANCE PROGRAM	\$ 192	\$ 204	\$ 200	\$ 200	\$ 200
RETIREE HEALTH INSURANCE	\$ 9,865	\$ 9,149	\$ 18,299	\$ 18,299	\$ 18,299
PROFESSIONAL SERVICES	\$ 71,307	\$ 215,866	\$ 215,866	\$ 215,866	\$ 215,866
TRANSFER - CAP RESERVE FUND	\$ 116,578	\$ 137,262	\$ 184,779	\$ 153,890	\$ 153,890
CHARGES-GENERAL FUND	\$ 267,367	\$ 301,807	\$ 301,807	\$ 301,807	\$ 301,807
<b>Operations Total</b>	<b>\$ 750,650</b>	<b>\$ 1,210,637</b>	<b>\$ 1,311,682</b>	<b>\$ 1,220,197</b>	<b>\$ 1,220,197</b>

	Actual FY17-18		Budgeted FY18-19		Requested FY19-20		Mgr Recommends FY19-20		Adopted FY19-20	
Capital										
Capital Total	\$	-	\$	-	\$	-	\$	-	\$	-
Grand Total	\$	1,200,747	\$	1,834,746	\$	1,978,153	\$	1,883,400	\$	1,883,400



### STATEMENT OF PURPOSE

To manage the City's Municipal Separate Storm Sewer System (MS4) through a program of engineering, maintenance, construction, and cleaning of the infrastructure. Provide Street Sweeping and seasonal Leaf Collection services.

### DEPARTMENTAL PERFORMANCE GOALS

1. Oversee the City's Public Education and Outreach, Public Involvement and Participation, Illicit Discharge Detection and Elimination.
2. Coordinate with Rowan County's Construction Site Runoff Control, Post Construction Site Runoff Control, and Pollution Prevention and Good Housekeeping for Municipal Operation programs to improve stormwater quality and comply with federal and state regulations.
3. Ensure compliance with federal and state Total Maximum Daily Load (TMDL) allocations to impaired waterways located inside the City.
4. Provide engineering design for capital and infrastructure improvements to the City's stormwater system.

### PERFORMANCE MEASURES

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>
<b>Workload</b>			
Street Cleaning, Miles Swept / Month	64.00	60.00	60.00
Pipes Cleaned, Linear Feet of Pipe / Month	108.00	92.00	90.00
Illegal Discharge Detections, Each Month	1.16	1.58	2.00
Impervious Surface Area Added, Square Feet / Month *	61,426	70,000	90,000

\* Residential and Commercial

### BUDGET REQUEST

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY19-20</b>	<b>FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 125,843	\$ 129,245	\$ 137,372	\$ 137,372	\$ 137,372
OVERTIME SALARIES	\$ 105	\$ 250	\$ 250	\$ 250	\$ 250
PART TIME SALARIES	\$ 165	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 8,421	\$ 9,764	\$ 10,528	\$ 10,528	\$ 10,528
RETIREMENT	\$ 9,571	\$ 9,982	\$ 12,689	\$ 12,414	\$ 12,414
401(K) EMPLOYER CONTRIBUTION	\$ 3,788	\$ 3,830	\$ 4,129	\$ 4,129	\$ 4,129
PENSION EXPENSE - LGERS	\$ (2,031)	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 25,984	\$ 24,604	\$ 27,300	\$ 27,300	\$ 27,300
LIFE INSURANCE	\$ 287	\$ 318	\$ 343	\$ 340	\$ 340
EMP SEC INS	\$ 442	\$ 1,261	\$ 1,361	\$ 952	\$ 952
WORKERS COMPENSATION	\$ 4,200	\$ 4,500	\$ 4,700	\$ 4,500	\$ 4,500
<b>Personnel Total</b>	<b>\$ 176,775</b>	<b>\$ 183,754</b>	<b>\$ 198,672</b>	<b>\$ 197,785</b>	<b>\$ 197,785</b>

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Operations</b>					
UNIFORMS	\$ 997	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
EXPENDABLE EQUIPMENT	\$ 7,095	\$ 500	\$ 500	\$ 500	\$ 500
GAS & OIL	\$ 1,190	\$ 1,283	\$ 1,942	\$ 1,428	\$ 1,428
DEPARTMENT SUPPLIES	\$ 455	\$ 500	\$ 500	\$ 500	\$ 500
TRAVEL	\$ 1,036	\$ 800	\$ 800	\$ 800	\$ 800
TELEPHONE	\$ -	\$ -	\$ -	\$ 151	\$ 151
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
POSTAGE	\$ 31	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
PRINTING	\$ 1,311	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
MAINT AUTO	\$ 1,311	\$ 800	\$ 2,750	\$ 2,750	\$ 2,750
ADVERTISING	\$ 3,734	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
TRAINING	\$ 1,512	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 389	\$ 577	\$ 634	\$ 634	\$ 634
DEPRECIATION EXPENSE	\$ 32,152	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 165	\$ 250	\$ 250	\$ 250	\$ 250
MISCELLANEOUS EXPENSE	\$ 4,400	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
SPECIAL PROJECTS	\$ 105,214	\$ 401,752	\$ 425,597	\$ 363,584	\$ 363,584
CONTRACTED SERVICES	\$ 8,500	\$ -	\$ -	\$ -	\$ -
EMPLOYEE ASSISTANCE PROGRAM	\$ 192	\$ 204	\$ 200	\$ 200	\$ 200
RETIREE HEALTH INSURANCE	\$ 9,865	\$ 9,149	\$ 18,299	\$ 18,299	\$ 18,299
PROFESSIONAL SERVICES	\$ 71,307	\$ 215,866	\$ 215,866	\$ 215,866	\$ 215,866
TRANSFER - CAP RESERVE FUND	\$ 8,204	\$ 25,427	\$ 8,622	\$ 8,622	\$ 8,622
CHARGES-GENERAL FUND	\$ 267,367	\$ 301,807	\$ 301,807	\$ 301,807	\$ 301,807
<b>Operations Total</b>	<b>\$ 526,427</b>	<b>\$ 973,915</b>	<b>\$ 994,615</b>	<b>\$ 932,239</b>	<b>\$ 932,239</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 703,202</b>	<b>\$ 1,157,669</b>	<b>\$ 1,193,287</b>	<b>\$ 1,130,024</b>	<b>\$ 1,130,024</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Stormwater Engineer	1	1	1	1	1
Stormwater Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2

**DEPARTMENTAL PERFORMANCE GOALS**

Routinely sweep, wash and remove debris from streets to prevent sedimentation of drainage structures and prevent unsafe conditions. Clean downtown sidewalks, streets, and city parking facilities to provide aesthetic enhancements to public properties.

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 45,519	\$ 105,077	\$ 109,119	\$ 109,119	\$ 109,119
OVERTIME SALARIES	\$ 3,174	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
PART TIME SALARIES	\$ 10	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 3,498	\$ 7,758	\$ 8,578	\$ 8,578	\$ 8,578
RETIREMENT	\$ 3,593	\$ 8,923	\$ 10,337	\$ 10,114	\$ 10,114
401(K) EMPLOYER CONTRIBUTION	\$ 1,421	\$ 3,235	\$ 3,364	\$ 3,364	\$ 3,364
HEALTH CARE	\$ 17,108	\$ 31,694	\$ 29,889	\$ 29,889	\$ 29,889
LIFE INSURANCE	\$ 132	\$ 262	\$ 272	\$ 270	\$ 270
EMP SEC INS	\$ 332	\$ 1,039	\$ 1,081	\$ 756	\$ 756
WORKERS COMPENSATION	\$ 6,300	\$ 6,750	\$ 7,050	\$ 6,750	\$ 6,750
<b>Personnel Total</b>	<b>\$ 81,088</b>	<b>\$ 167,738</b>	<b>\$ 172,690</b>	<b>\$ 171,840</b>	<b>\$ 171,840</b>
<b>Operations</b>					
UNIFORMS	\$ 2,379	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
EXPENDABLE EQUIPMENT	\$ (2,398)	\$ 500	\$ 500	\$ 500	\$ 500
GAS & OIL	\$ 4,256	\$ 5,733	\$ 2,089	\$ 4,517	\$ 4,517
MAINT ST CLEAN EQUIP	\$ 2,556	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
MAINT AUTO	\$ 12,801	\$ 6,000	\$ 10,000	\$ 10,000	\$ 10,000
VEHICLE DAMAGE REPAIR	\$ 118	\$ -	\$ -	\$ -	\$ -
COUNTY LANDFILL CHARGES	\$ 30,000	\$ 20,000	\$ 30,000	\$ 30,000	\$ 30,000
INSURANCE PREMIUMS	\$ 1,611	\$ 1,980	\$ 2,898	\$ 2,898	\$ 2,898
MISCELLANEOUS EXPENSE	\$ 434	\$ 500	\$ 500	\$ 500	\$ 500
TRANSFER - CAP RESERVE FUND	\$ 29,578	\$ 32,689	\$ 130,011	\$ 99,122	\$ 99,122
<b>Operations Total</b>	<b>\$ 81,334</b>	<b>\$ 77,902</b>	<b>\$ 186,498</b>	<b>\$ 158,037</b>	<b>\$ 158,037</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 162,421</b>	<b>\$ 245,640</b>	<b>\$ 359,188</b>	<b>\$ 329,877</b>	<b>\$ 329,877</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Maintenance Worker I/II/III/Sr. <sup>1</sup>	0	0	3	3	3
Equipment Operator <sup>1</sup>	<u>3</u>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	3	3	3	3	3

<sup>1</sup> Positions reclassified



**DEPARTMENTAL PERFORMANCE GOALS**

Provide a maintenance program to clean, construct, and repair culverts, catch basins and related drainage structures on a regular maintenance schedule to ensure effective and efficient run-off of rainwater to minimize local flooding.

**BUDGET REQUEST**

	Actual FY17-18	Budgeted FY18-19	Requested FY19-20	Mgr Recommends FY19-20	Adopted FY19-20
<b>Personnel</b>					
REGULAR SALARIES	\$ 47,447	\$ 59,879	\$ 64,731	\$ 64,731	\$ 64,731
OVERTIME SALARIES	\$ 1,608	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
PART TIME SALARIES	\$ 270	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 3,714	\$ 4,637	\$ 5,028	\$ 5,028	\$ 5,028
RETIREMENT	\$ 3,664	\$ 4,740	\$ 6,061	\$ 5,929	\$ 5,929
401(K) EMPLOYER CONTRIBUTION	\$ 1,449	\$ 1,819	\$ 1,972	\$ 1,972	\$ 1,972
HEALTH CARE	\$ 13,683	\$ 18,298	\$ 18,298	\$ 18,298	\$ 18,298
LIFE INSURANCE	\$ 100	\$ 149	\$ 162	\$ 160	\$ 160
EMP SEC INS	\$ 239	\$ 591	\$ 641	\$ 449	\$ 449
WORKERS COMPENSATION	\$ 4,200	\$ 4,500	\$ 4,700	\$ 4,500	\$ 4,500
<b>Personnel Total</b>	<b>\$ 76,373</b>	<b>\$ 95,613</b>	<b>\$ 102,593</b>	<b>\$ 102,067</b>	<b>\$ 102,067</b>
<b>Operations</b>					
UNIFORMS	\$ 1,807	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
EXPENDABLE EQUIPMENT	\$ 838	\$ 750	\$ 750	\$ 750	\$ 750
STORM SEWERS	\$ 24,322	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
CONSTRUCTION	\$ 4,053	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
GAS & OIL	\$ 4,878	\$ 4,537	\$ 8,286	\$ 7,336	\$ 7,336
MAINT EQUIPMENT	\$ 6,836	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
VEHICLE DAMAGE REPAIR	\$ 110	\$ -	\$ -	\$ -	\$ -
INSURANCE PREMIUMS	\$ 1,531	\$ 1,539	\$ 1,693	\$ 1,693	\$ 1,693
TRANSFER - CAP RESERVE FUND	\$ 20,796	\$ 20,796	\$ 33,296	\$ 33,296	\$ 33,296
<b>Operations Total</b>	<b>\$ 65,171</b>	<b>\$ 75,622</b>	<b>\$ 92,025</b>	<b>\$ 91,075</b>	<b>\$ 91,075</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 141,544</b>	<b>\$ 171,235</b>	<b>\$ 194,618</b>	<b>\$ 193,142</b>	<b>\$ 193,142</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Crew Leader <sup>1</sup>	1	0	0	0	0
Maintenance Worker I/II/III/Sr. <sup>1</sup>	0	2	2	2	2
Equipment Operator <sup>1</sup>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	2	2	2	2	2

<sup>1</sup>Positions reclassified

**DEPARTMENTAL PERFORMANCE GOALS**

Provide curbside loose leaf collection during the fall and winter months on a rotating schedule, approximately every three weeks.

**BUDGET REQUEST**

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 64,612	\$ 108,732	\$ 112,241	\$ 112,241	\$ 112,241
OVERTIME SALARIES	\$ 5,576	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
PART TIME SALARIES	\$ 4,415	\$ 10,400	\$ 10,440	\$ 10,440	\$ 10,440
FICA TAX	\$ 5,624	\$ 9,630	\$ 9,922	\$ 9,922	\$ 9,922
RETIREMENT	\$ 5,282	\$ 9,030	\$ 10,993	\$ 10,755	\$ 10,755
401(K) EMPLOYER CONTRIBUTION	\$ 2,093	\$ 3,465	\$ 3,577	\$ 3,577	\$ 3,577
HEALTH CARE	\$ 19,306	\$ 18,298	\$ 27,447	\$ 27,447	\$ 27,447
LIFE INSURANCE	\$ 147	\$ 270	\$ 280	\$ 278	\$ 278
EMP SEC INS	\$ 408	\$ 1,179	\$ 1,216	\$ 851	\$ 851
WORKERS COMPENSATION	\$ 8,400	\$ 9,000	\$ 9,400	\$ 9,000	\$ 9,000
<b>Personnel Total</b>	<b>\$ 115,861</b>	<b>\$ 177,004</b>	<b>\$ 192,516</b>	<b>\$ 191,511</b>	<b>\$ 191,511</b>
<b>Operations</b>					
UNIFORMS	\$ 1,353	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
EXPENDABLE EQUIPMENT	\$ 484	\$ 500	\$ 500	\$ 500	\$ 500
GAS & OIL	\$ 2,324	\$ 2,766	\$ 3,581	\$ 3,883	\$ 3,883
MAINT EQUIPMENT	\$ 13,114	\$ 17,607	\$ 17,607	\$ 17,607	\$ 17,607
INSURANCE PREMIUMS	\$ 302	\$ 323	\$ 354	\$ 354	\$ 354
MISCELLANEOUS EXPENSE	\$ 2,141	\$ 2,152	\$ 2,152	\$ 2,152	\$ 2,152
TRANSFER - CAP RESERVE FUND	\$ 58,000	\$ 58,350	\$ 12,850	\$ 12,850	\$ 12,850
<b>Operations Total</b>	<b>\$ 77,718</b>	<b>\$ 83,198</b>	<b>\$ 38,544</b>	<b>\$ 38,846</b>	<b>\$ 38,846</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 193,579</b>	<b>\$ 260,202</b>	<b>\$ 231,060</b>	<b>\$ 230,357</b>	<b>\$ 230,357</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 17-18	Authorized FY 18-19	Requested FY 19-20	Mgr. Recommends FY 19-20	Adopted FY 19-20
Equipment Operator <sup>1</sup>	1	2	0	0	0
Crew Leader	1	1	1	1	1
Maintenance Worker I/II/III/Sr. <sup>1</sup>	1	0	2	2	2
Seasonal/Part-Time Pool	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup> Position reclassified

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# Stormwater Capital Reserve Fund

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**CITY OF SALISBURY, NORTH CAROLINA**

**STORMWATER CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
With Estimated Actual for the Year Ending June 30, 2019 and  
Actual for the Year Ended June 30, 2018

	<b><u>2018</u></b> <b><u>Actual</u></b>	<b><u>2019</u></b> <b><u>Estimate</u></b>	<b><u>2020</u></b> <b><u>Budget</u></b>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 3,301	\$ 4,133	\$ 3,000
Total miscellaneous	\$ 3,301	\$ 4,133	\$ 3,000
OTHER FINANCING SOURCES:			
Operating transfer from Stormwater Fund	\$ 116,578	\$ 137,262	\$ 153,890
Interfund revenues	-	296,006	-
Total other financing sources	\$ 116,578	\$ 433,268	\$ 153,890
Total revenues and other financing sources	<u>\$ 119,879</u>	<u>\$ 437,401</u>	<u>\$ 156,890</u>



## Stormwater Capital Reserve

### STATEMENT OF PURPOSE

The Stormwater Capital Reserve funds replacement cost of Stormwater Utility Fund vehicles and computers and accrues reserves for future purchases.

### BUDGET REQUEST

	<b>Actual FY17-18</b>	<b>Budgeted FY18-19</b>	<b>Requested FY19-20</b>	<b>Mgr Recommends FY19-20</b>	<b>Adopted FY19-20</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
<b>Operations Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ 296,006	\$ 84,680	\$ 84,680	\$ 84,680
EQUIPMENT REPLACEMENT RESERVE	\$ -	\$ 138,762	\$ -	\$ 72,210	\$ 72,210
<b>Capital Total</b>	\$ -	\$ 434,768	\$ 84,680	\$ 156,890	\$ 156,890
<b>Grand Total</b>	\$ -	\$ 434,768	\$ 84,680	\$ 156,890	\$ 156,890

### CAPITAL OUTLAY

	<b>Requested FY 19-20</b>	<b>Mgr Recommends FY 19-20</b>	<b>Adopted FY 19-20</b>
Replace SW10103 w/ like 1 Ton 4X4 Crew Cab			
Utiliy-Liftgate	\$ 84,680	\$ 84,680	\$ 84,680
<b>Total Capital Outlay</b>	\$ 84,680	\$ 84,680	\$ 84,680



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# Special Revenue Funds

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**CITY OF SALISBURY, NORTH CAROLINA**

**SPECIAL REVENUE FUNDS**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2020  
With Estimated Actual for the Year Ending June 30, 2019 and  
Actual for the Year Ended June 30, 2018

	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
REVENUES:			
Intergovernmental:			
Federal	\$ 289,936	\$ 359,982	\$ 442,795
Miscellaneous:			
Other	\$ 241,033	\$ 37,389	\$ 30,000
 Total revenues	 \$ 530,969	 \$ 397,371	 \$ 472,795

**Special Revenue Funds****STATEMENT OF PURPOSE**

The Special Revenue Funds account for the operations of the City's Community Development programs as financed by the U.S. Department of Housing & Urban Development and the Cabarrus/Iredell/Rowan HOME Consortium.

**BUDGET REQUEST**

	Actual	Budgeted	Requested	Mgr Recommends	Adopted
	FY 17-18	FY 18-19	FY 19-20	FY 19-20	FY 19-20
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	500,379	457,661	410,037	472,795	472,795
Capital	-	-	-	-	-
<b>TOTAL</b>	<b>\$ 500,379</b>	<b>\$ 457,661</b>	<b>\$ 410,037</b>	<b>\$ 472,795</b>	<b>\$ 472,795</b>





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# Internal Service Funds

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**CITY OF SALISBURY, NORTH CAROLINA**

**INTERNAL SERVICE FUNDS**

**FINANCIAL PLAN**

For the Year Ending June 30, 2020

The following are the estimated revenues and expenditures for Internal Service Fund for Employee Health Care:

**REVENUES**

Charges for Services	\$ 6,449,477
Interest Earned on Investments	<u>40,000</u>
Total Revenues	<u>\$ 6,489,477</u>

**EXPENDITURES**

Employee Benefits	\$ 6,464,477
Miscellaneous Expenditures	<u>25,000</u>
Total Expenditures	<u>\$ 6,489,477</u>

The following are the estimated revenues and expenditures for Internal Service Fund for Workers' Compensation:

**REVENUES**

Charges for Services	\$ 1,048,500
Interest Earned on Investments	<u>20,000</u>
Total Revenues	<u>\$ 1,068,500</u>

**EXPENDITURES**

Employee Benefits	\$ 996,028
Addition to Reserves	<u>72,472</u>
Total Expenditures	<u>\$ 1,068,500</u>



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# Capital Improvement Program

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## **Capital Improvement Program**

The City of Salisbury's ten year capital improvement program (CIP) outlines the City's vision for achieving the goals, objectives, and service levels desired by the Council. The purpose of this program is to forecast and match projected annual revenues with major capital needs over the next ten years. Capital planning is an important management tool that strengthens the linkages between the community's infrastructure needs and the financial capacity of the City.

The City defines CIP capital expenditures as any expenditure greater than \$10,000, results in the acquisition of a fixed asset, and has a useful life greater than three years. Items included in the CIP are those that involve acquisition, renovation, or construction of a single fixed asset greater than \$10,000, equipment purchases, land purchases not associated with another CIP project, capital road maintenance, or construction costs greater than \$10,000 (excluding recurring or routine maintenance projects).

The City engages the services of WR-Martin, Management Consultants to annually update the CIP. As part of this engagement, the Council holds two CIP work sessions with staff each fiscal year to review both the forecasted revenues and potential capital expenditures that are reflected in the CIP. This practice allows the Council to thoughtfully and deliberately discuss the capital needs in an on-going fashion and to be better informed during the budget review and adoption process.

The annual update of the CIP is to ensure that it addresses new and changing priorities within the City. Each page of the CIP includes the following:

- A project name
- The responsible City department
- A project description and how it addresses a City goal
- The funding source
- A ten year financial summary chart
- A description of the financial impact on operations and/or debt service, if applicable

With careful capital planning, the Council can address the ongoing needs of the community now, and prepare for future needs. The following pages are submitted for your review and approval.



Architectural Rendering of Fire Station 6



Covered Bridge on Salisbury Greenway



Lake at City Park



New Play Structure

## **City of Salisbury 10 Year Capital Improvement Program**

### **General Fund**

10 - Year CIP Summary	14 - 4
Community Planning	14 - 6
Parks and Recreation	14 - 14
Engineering	14 - 17
Public Services - Streets	14 - 24
Facilities Management	14 - 27
Fire Department	14 - 29

**City of Salisbury  
10 Year Capital Improvement Program  
General Fund**

Department	Project Name	Fiscal Year				
		2020	2021	2022	2023	2024
Community Planning	Housing Stabilization Program	100,000	-	-	-	-
Community Planning	Downtown Incentive Program	150,000	150,000	150,000	150,000	150,000
Community Planning	Bell Tower Green Park	700,000	-	-	-	-
Community Planning	West End Transformation	400,000	400,000	400,000	400,000	400,000
Community Planning	Vocational Trade Program	20,000	-	-	-	-
Community Planning	Main Street Infrastructure	-	-	5,000,000	5,000,000	5,000,000
Community Planning	Dixonville Cemetery - Phase 2	200,000	-	-	-	-
Community Planning	Ketner Corner	-	100,000	-	-	-
Parks and Recreation	Play Structures	40,000	40,000	40,000	40,000	40,000
Parks and Recreation	Grant Creek Greenway	250,000	675,500	-	-	-
Parks and Recreation	Rehabilitate City Park Lake	350,000	200,000	-	-	-
Engineering	Train Station Second Platform	-	780,000	-	-	-
Engineering	Sidewalk near Salisbury Mall	503,000	-	-	-	-
Engineering	Newsome Road Bike Lanes/Sidewalk	1,320,000	180,000	-	-	-
Engineering	Old Concord Rd ~ Ryan Street to JAB	235,000	155,000	-	-	-
Engineering	Street Light Improvements	32,772	33,428	34,097	34,778	35,474
Engineering	Brenner Sidewalk	175,000	485,000	-	-	-
Engineering	South Long Street Traffic Calming	85,000	-	-	-	-
Public Services - Streets	New Spoils Location	-	-	-	-	150,000
Public Services - Streets	Asphalt Resurfacing	500,000	525,000	551,250	578,813	607,753
Public Services - Streets	Bridge Maintenance	-	-	120,000	-	120,000
Facilities Management	HVAC	201,240	188,000	188,000	188,000	188,000
Facilities Management	Roof	150,700	287,000	400,000	308,750	308,750
Fire Department	Fire Station 3	-	6,750,000	-	-	-
Fire Department	Thermal Imaging Camera (TIC)	-	10,000	-	10,000	10,000
Fire Department	Hurst Hydraulic Tools	-	-	-	-	45,000
Fire Department	Breathing Air Compressor	-	100,000	-	-	-
Fire Department	Rescue Air Bags	-	-	45,000	-	-
		<b>5,412,712</b>	<b>11,058,928</b>	<b>6,928,347</b>	<b>6,710,341</b>	<b>7,054,977</b>



**City of Salisbury  
10 Year Capital Improvement Program  
General Fund**

Department	Project Name	Fiscal Year					10 Year Total
		2025	2026	2027	2028	2029	
Community Planning	Housing Stabilization Program	-	-	-	-	-	100,000
Community Planning	Downtown Incentive Program	150,000	150,000	150,000	150,000	150,000	1,500,000
Community Planning	Bell Tower Green Park	-	-	-	-	-	700,000
Community Planning	West End Transformation	-	-	-	-	-	2,000,000
Community Planning	Vocational Trade Program	-	-	-	-	-	20,000
Community Planning	Main Street Infrastructure	5,000,000	-	-	-	-	20,000,000
Community Planning	Dixonville Cemetery - Phase 2	-	-	-	-	-	200,000
Community Planning	Ketner Corner	-	-	-	-	-	100,000
Parks and Recreation	Play Structures	40,000	40,000	40,000	40,000	40,000	400,000
Parks and Recreation	Grant Creek Greenway	-	-	-	-	-	925,500
Parks and Recreation	Rehabilitate City Park Lake	-	-	-	-	-	550,000
Engineering	Train Station Second Platform	-	-	-	-	-	780,000
Engineering	Sidewalk near Salisbury Mall	-	-	-	-	-	503,000
Engineering	Newsome Road Bike Lanes/Sidewalk	-	-	-	-	-	1,500,000
Engineering	Old Concord Rd ~ Ryan Street to JAB	-	-	-	-	-	390,000
Engineering	Street Light Improvements	36,183	36,907	37,645	38,398	39,166	358,848
Engineering	Brenner Sidewalk	-	-	-	-	-	660,000
Engineering	South Long Street Traffic Calming	-	-	-	-	-	85,000
Public Services - Streets	New Spoils Location	-	-	-	-	-	150,000
Public Services - Streets	Asphalt Resurfacing	638,141	670,048	703,550	738,728	775,664	6,288,946
Public Services - Streets	Bridge Maintenance	-	120,000	-	120,000	-	480,000
Facilities Management	HVAC	188,000	188,000	188,000	188,000	188,000	1,893,240
Facilities Management	Roof	308,750	308,750	308,750	308,750	308,750	2,998,950
Fire Department	Fire Station 3	-	-	-	-	-	6,750,000
Fire Department	Thermal Imaging Camera (TIC)	10,000	-	10,000	-	-	50,000
Fire Department	Hurst Hydraulic Tools	-	-	50,000	-	-	95,000
Fire Department	Breathing Air Compressor	100,000	-	-	-	-	200,000
Fire Department	Rescue Air Bags	-	-	-	-	-	45,000
		<b>6,471,074</b>	<b>1,513,705</b>	<b>1,487,945</b>	<b>1,583,876</b>	<b>1,501,580</b>	<b>49,723,484</b>

## Capital Improvement Program FY 2020-29

**Project Name:** Housing Stabilization Program

**Department:** Community Planning

**Project Description:** The housing stabilization program assists in the production and preservation of affordable housing for low-income families, individuals, and eligible applicants. It helps revitalize housing in addition to the work performed by Salisbury Community Development Corporation, Downtown Salisbury Inc., and the Housing Authority of the City of Salisbury. This initiative helps improve neighborhood and housing conditions in the City. FY20 is year 5 of 5 of the program.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other	100										100
<b>Capital Total</b>	<b>100</b>	-	-	-	-	-	-	-	-	-	100

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Downtown Incentive Program

**Department:** Community Planning

**Project Description:** The program serves as an economic development tool to promote, reuse, and rehabilitate underutilized historic buildings and create additional residential units.

Outcomes the City hopes to achieve are: Increase City's tax base; bring 24/7 vitality to the downtown with increased tourism and visitation; boost the market base for retail and restaurants; preserve the historic fabric of downtown; encourage the use of fire suppression systems, thereby reducing the chances of catastrophic fire impacting multiple buildings.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	150	150	150	150	150	150	150	150	150	150	1,500
<b>Capital Total</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>1,500</b>

**Operating Fund Impact:** Increase expected in tax revenues generated through higher tax base for rehabilitated property.

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating	(3)	(6)	(9)	(12)	(15)	(18)	(21)	(24)	(27)	(30)	(165)
Debt Cost											
<b>Operating Total</b>	<b>(3)</b>	<b>(6)</b>	<b>(9)</b>	<b>(12)</b>	<b>(15)</b>	<b>(18)</b>	<b>(21)</b>	<b>(24)</b>	<b>(27)</b>	<b>(30)</b>	<b>(165)</b>

## Capital Improvement Program FY 2020-29

**Project Name:** Bell Tower Green Park

**Department:** Community Planning

**Project Description:** Partnership with private foundation and donors in the development of a downtown park. Funds would help match federal and state grants.

Outcomes the City hopes to achieve are: Catalytic project to enhance the downtown, provide much-needed greenspace for events, serve as a driver for tourism and future development of the downtown, and support mixed use redevelopment of the Empire Hotel.

**Proposed Funding Source:** 50% General Fund / 50% PARTF Grant

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	700										700
<b>Capital Total</b>	<b>700</b>	-	-	-	-	-	-	-	-	-	700

**Operating Fund Impact:** Unknown until definitive scope of project defined, but anticipate operational costs to maintain and upkeep the park seven days a week.

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating			150	300	300	300	300	300	300	300	2,250
Debt Cost											-
<b>Operating Total</b>	-	-	150	300	300	300	300	300	300	300	2,250

## Capital Improvement Program FY 2020-29

**Project Name:** West End Transformation

**Department:** Community Planning

**Project Description:** This initiative, which would be focused in the West End Neighborhood, will help improve housing and neighborhood conditions by offering homeowners in the pilot area the opportunity to be eligible for deferred loans to use on exterior rehabilitation. If the program proves to be impactful on housing conditions and neighborhood appearance, it may be expanded to other areas in the future as funds are available.

Outcomes the City hopes to achieve are: Remove blight, improve overall living conditions, preserve and retain existing housing stock, enhance community appearance, promote a more positive impression of the neighborhood.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	400	400	400	400	400						2,000
<b>Capital Total</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	-	-	-	-	-	2,000

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Vocational Trade Program

**Department:** Community Planning

**Project Description:** This project will provide vocational training opportunities for at risk individuals specifically in our West End Community. This would be a partnership with the local community colleges and the county.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	20										20
<b>Capital Total</b>	<b>20</b>	-	-	-	-	-	-	-	-	-	20

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Main Street Infrastructure

**Department:** Community Planning

**Project Description:** The project includes streetscaping along approximately six blocks of North and South Main Street to provide traffic calming and improve pedestrian safety. Improvements such as wider sidewalks, additional lighting, new street trees, and spots for outside dining will help elevate the downtown as a sought-after destination, boosting commerce and tourism. Replacement or upgrades to underground water and sewer infrastructure and properly-sized tree pits will ensure long-term viability of the project.

**Proposed Funding Source:** General Fund Installment Financing

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction			5,000	5,000	5,000	5,000					20,000
Other											-
<b>Capital Total</b>	-	-	5,000	5,000	5,000	5,000	-	-	-	-	20,000

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating											-
Debt Cost			250	880	1,130	1,760	1,760	1,760	1,760	1,760	11,060
<b>Operating Total</b>	-	-	250	880	1,130	1,760	1,760	1,760	1,760	1,760	11,060

## Capital Improvement Program FY 2020-29

**Project Name:** Dixonville Cemetery – Phase II

**Department:** Community Planning

**Project Description:** This project is to memorialize the individuals interred in the historic Dixonville Cemetery and to recognize the generations of families who were associated with the former Dixonville neighborhood and educated at Lincoln School. Phase I, completed FY18, enhances the streetscape on Old Concord Rd. Phase II will include improvements along the edge adjacent to the Fred P. Evans Pool site and a redevelopment plan for the Lincoln School.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other	200										200
<b>Capital Total</b>	<b>200</b>	-	-	-	-	-	-	-	-	-	200

**Operating Fund Impact:** None



## Capital Improvement Program FY 2020-29

**Project Name:** Ketner Corner

**Department:** Community Planning

**Project Description:** Ketner Corner will recognize Food Lion founder and long-time community leader the late Ralph Ketner through public art, set within a pocket park. This will enhance the streetscape and provide a greenspace amenity for city residents and visitors.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		100									100
Other											-
<b>Capital Total</b>	-	100	-	-	-	-	-	-	-	-	100

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Play Structure

**Department:** Parks & Recreation

**Project Description:** As the play structures age they must be replaced between 10-15 years to decrease liability likelihood and improve recreation opportunities for the community.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other	40	40	40	40	40	40	40	40	40	40	400
<b>Capital Total</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>400</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Grant Creek Greenway

**Department:** Parks & Recreation

**Project Description:** This project will design and construct a paved trail from Forestdale, near Catawba College, to Kelsey Scott Park located off Old Wilkesboro Road. This is a TAP (Transportation Alternatives Program) project with an 80/20 match.

**Proposed Funding Source:** 20% General Fund / 80% TAP

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	250	675									925
Other											-
<b>Capital Total</b>	<b>250</b>	<b>675</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>925</b>

**Operating Fund Impact:** Increased maintenance and mowing costs.

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> ( <i>in thousands</i> )											
Operating			9	9	9	9	9	9	9	9	72
Debt Cost											
<b>Operating Total</b>	<b>-</b>	<b>-</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>72</b>

## Capital Improvement Program FY 2020-29

**Project Name:** Rehabilitate City Lake Park

**Department:** Parks & Recreation

**Project Description:** The Lake at City Park is in need of improvements to correct the collection of silt, cracks in the dam/spillway, and mitigate some of the erosion around the area. The lake receives runoff from several parts of the city and needs to be dredged every 15-20 years depending on environmental issues and weather. The improvements would fix the dam, remove the buildup of silt, and possibly address other runoff and aesthetic issues at the facility.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other	350	200									550
<b>Capital Total</b>	<b>350</b>	<b>200</b>	-	-	-	-	-	-	-	-	550

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Train Station Second Platform

**Department:** Engineering

**Project Description:** The City's portion of design and construction of a second platform at the Salisbury Depot to accommodate additional passenger and freight operations at this location. The City's share is based on 10% of original estimated project cost of \$7.8 million. Project costs currently are projected to exceed \$14 million, but the City's portion will not increase, and will be paid at completion of the project. The City will be responsible for on-going maintenance of the platform and bridge, per a municipal agreement with NCDOT.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other		780									780
<b>Capital Total</b>	-	780	-	-	-	-	-	-	-	-	780

**Operating Fund Impact:** Some impact on operations through maintenance costs.

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating		8	8	8	8	10	8	8	8	8	74
Debt Cost											
<b>Operating Total</b>	-	8	8	8	8	10	8	8	8	8	74

## Capital Improvement Program FY 2020-29

**Project Name:** Sidewalk near Salisbury Mall

**Department:** Engineering

**Project Description:** CMAQ (Congestion Mitigation and Air Quality) Municipal Agreement to construct sidewalks along Jake Alexander Boulevard and Statesville Boulevard. Construction began April 2019. Total offsetting CMAQ revenue is \$296,000. The project is over budget by \$312,633 and the contract will extend into FY20.

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	503										503
Other											-
<b>Capital Total</b>	<b>503</b>	-	-	-	-	-	-	-	-	-	503

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Newsome Road Bike Lanes and Sidewalk

**Department:** Engineering

**Project Description:** CMAQ (Congestion Mitigation and Air Quality) Municipal Agreement to widen Newsome Road between Stokes Ferry Road and Bringle Ferry Road. Project includes curb, gutter, and bicycle lanes on both sides, sidewalks on one side, storm drain, and a complete overlay of the street. Anticipate construction in the Summer of 2019.

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	1,320	180									1,500
Other											-
<b>Capital Total</b>	<b>1,320</b>	<b>180</b>	-	-	-	-	-	-	-	-	1,500

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Old Concord Road - Ryan Street to Jake Alexander Blvd Sidewalk

**Department:** Engineering

**Project Description:** CMAQ (Congestion Mitigation and Air Quality) sidewalk project on one side of Old Concord Road, from Ryan Street to Jake Alexander Boulevard, will include curb, gutter, storm drain, and sidewalk. The project is current in the design phase. Anticipate easement acquisition to begin in Winter 2019/2020, with construction to follow in 2020/2021.

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	235	155									390
Other											-
<b>Capital Total</b>	<b>235</b>	<b>155</b>	-	-	-	-	-	-	-	-	390

**Operating Fund Impact:** None



## Capital Improvement Program FY 2020-29

**Project Name:** Street Light Improvements

**Department:** Engineering

**Project Description:** We plan to add 150 new street lights per fiscal year. Street lights within neighborhoods are installed by petition and scheduled in the order in which they are received. Petitions are not required for the addition of streetlights on major thoroughfares, which is addressed when there are no pending neighborhood petitions. After installation, the operations budget must be increased the same amount for the future year.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other	33	33	34	35	35	36	37	38	38	39	358
<b>Capital Total</b>	<b>33</b>	<b>33</b>	<b>34</b>	<b>35</b>	<b>35</b>	<b>36</b>	<b>37</b>	<b>38</b>	<b>38</b>	<b>39</b>	<b>358</b>

**Operating Fund Impact:** Increased cost of Street Lighting charges.

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating		33	66	99	134	169	205	242	280	318	1,548
Debt Cost											
<b>Operating Total</b>	<b>-</b>	<b>33</b>	<b>66</b>	<b>99</b>	<b>134</b>	<b>169</b>	<b>205</b>	<b>242</b>	<b>280</b>	<b>318</b>	<b>1,548</b>

## Capital Improvement Program FY 2020-29

**Project Name:** Brenner Avenue Sidewalk

**Department:** Engineering

**Project Description:** CMAQ (Congestion Mitigation and Air Quality) project to add sidewalk to the north side of Brenner Avenue. This project will include curb, gutter, storm drain from Statesville Blvd to Horah Street along with intersection improvement at Link and Brenner Aves.

**Proposed Funding Source:** 20% General Fund / 80% CMAQ

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	175	485									660
Other											-
<b>Capital Total</b>	<b>175</b>	<b>485</b>	-	-	-	-	-	-	-	-	660

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** South Long Street Traffic Calming

**Department:** Engineering

**Project Description:** Coordinating with NCDOT resurfacing project to implement parts of the Innes and Long Complete Streets Plan. The project will include installation of crosswalks at key intersections, addition of bike lanes, and on-street parking along parts of the corridor. Changes to roadway cross-section will also require updates to traffic signal plans at Long and Bank, and Long and MLK Jr Ave which should help with traffic calming of the area.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	85										85
Other											-
<b>Capital Total</b>	<b>85</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>85</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** New Spoils Location

**Department:** Public Services - Streets

**Project Description:** The current location for our discarded materials is almost at capacity; therefore, the City needs to expand to a new location. The location will be divided into disposal sections (i.e., concrete busted with dirt, fill dirt, recycle roll-out carts, mulch, limbs and leaves).

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other					150						150
<b>Capital Total</b>	-	-	-	-	150	-	-	-	-	-	150

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Asphalt Resurfacing

**Department:** Public Services - Streets

**Project Description:** Each year, project funding will pave approximately seven lane miles, which provides for a 50-year resurfacing cycle. Without additional funding, this number will worsen as construction and material costs increase. A 25-year cycle is recommended; therefore, the City can invest in increased resurfacing as fiscally able.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	500	525	551	579	608	638	670	704	739	776	6,290
Other											-
<b>Capital Total</b>	<b>500</b>	<b>525</b>	<b>551</b>	<b>579</b>	<b>608</b>	<b>638</b>	<b>670</b>	<b>704</b>	<b>739</b>	<b>776</b>	<b>6,290</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Bridge Maintenance

**Department:** Public Services - Streets

**Project Description:** NCDOT will contract Engineers to do an inspection of all bridges. Once the inspections are complete, we apply for permitting to start the recommended repairs. Permitting approval could take up to one year for approval. The City is responsible for maintenance on five bridges. They are located on Arlington Street, Ryan Street, Shober Bridge on Ellis Street, Bank Street, and Fisher Street. We are also responsible for two bridges on the greenway, which are built to withstand the weight of a small maintenance vehicle.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other			120		120		120		120		480
<b>Capital Total</b>	-	-	120	-	120	-	120	-	120	-	480

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** HVAC Replacements

**Department:** Facilities Management

**Project Description:** The City maintains an inventory of all HVAC equipment. Unit replacements are recommended based on age, maintenance demand, and changes in operations that impact the utilization of the unit. A replacement schedule is developed annually, with some HVAC unit replacements being deferred for several years. The inventory of aging units continues to increase.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	201	188	188	188	188	188	188	188	188	188	1,893
Other											-
<b>Capital Total</b>	<b>201</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>188</b>	<b>1,893</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Roof Replacements

**Department:** Facilities Management

**Project Description:** The City maintains an inventory of roof sections, type of assembly, and photos for all buildings. Audits are performed at each property on a three year rotation, which identifies maintenance issues to be addressed and determines recommendations for replacements. Roof replacements are scheduled based on age, condition of existing assembly, demand for repairs, and active leaks that continue to arise. Roof replacements have been deferred for several years; therefore, the inventory of aging roof assemblies continues to increase

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	151	287	400	309	309	309	309	309	309	309	3,001
Other											-
<b>Capital Total</b>	<b>151</b>	<b>287</b>	<b>400</b>	<b>309</b>	<b>309</b>	<b>309</b>	<b>309</b>	<b>309</b>	<b>309</b>	<b>309</b>	<b>3,001</b>

**Operating Fund Impact:** None



## Capital Improvement Program FY 2020-29

**Project Name:** Fire Station 3

**Department:** Fire Department

**Project Description:** The City of Salisbury has purchased 1.75 acres of land on Mahaley Avenue to build a replacement of Fire Station 3, which will allow better coverage of a larger area. The existing station was built in 1957 and has reached the end of its useful life. Construction is estimated to begin April 2021, with completion around June 2022.

**Proposed Funding Source:** General Fund Installment Financing

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		6,750									6,750
Other											-
<b>Capital Total</b>	-	6,750	-	-	-	-	-	-	-	-	6,750

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating				50	50	50	50	50	50	50	350
Debt Cost			191	382	382	382	382	382	382	382	2,865
<b>Operating Total</b>	-	-	191	432	432	432	432	432	432	432	3,215

## Capital Improvement Program FY 2020-29

**Project Name:** Thermal Imaging Camera

**Department:** Fire Department

**Project Description:** Thermal imaging cameras are utilized by firefighters to help locate trapped victims and locate the seat of a fire. Images also help detect the heat in rooms or buildings, which is an early indicator of flashover, as well as compromised structural members. The life span of a camera is five-six years, and at that point the core must be replaced. It is more cost effective to replace thermal imaging cameras at the end of their useful life, rather than replacing only the core.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other		10		10	10	10		10			50
<b>Capital Total</b>	-	10	-	10	10	10	-	10	-	-	50

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Hurst Hydraulic Tools

**Department:** Fire Department

**Project Description:** Hydraulic tools are used to extricate patients trapped or pinned in a vehicle as a result of an accident. Those tools are required by ISO to be carried on Rescue, Ladder, and Quint Trucks to receive maximum points. The quad pump has the ability to run multiple tools without losing a significant amount of cutting and spreading force. The goal is to have a patient removed from a vehicle and transported to a trauma unit within one hour, which is also referred to as the “golden hour”.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other					45			50			95
<b>Capital Total</b>	-	-	-	-	45	-	-	50	-	-	95

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Breathing Air Compressor

**Department:** Fire Department

**Project Description:** Breathing Air Compressors are utilized to fill the breathing air cylinders used by firefighters in emergency operations and training. The air must be grade D air that is monitored quarterly by the Department of Labor. As units age, the compressor begins to experience problems with compressor oil leaking internally into the system and often requires rebuilding or replacement to maintain safe breathing air.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction											-
Other		100				100					200
<b>Capital Total</b>	-	100	-	-	-	100	-	-	-	-	200

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Rescue Air Bags

**Department:** Fire Department

**Project Description:** Rescue air bags are used to stabilize and lift heavy objects, vehicles, etc.

**Proposed Funding Source:** General Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other			45								45
<b>Capital Total</b>	-	-	45	-	-	-	-	-	-	-	45

**Operating Fund Impact:** None



Water and Sewer Camera Van



Water and Sewer Water Tower



Water and Sewer Construction

**City of Salisbury**  
**10 Year Capital Improvement Program**

**Water & Sewer Fund**

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**City of Salisbury  
10 Year Capital Improvement Program  
Water & Sewer Fund**

<b>Department</b>	<b>Project Name</b>	<b>2020</b>	<b>2021</b>	<b>Fiscal Year 2022</b>	<b>2023</b>	<b>2024</b>
Administration	Maintenance Building Up fit (Cemetery Street)	100,000	-	-	-	-
Raw Water	Raw Water Pump Station Improvements					
	Raw Water Piping 24" Concrete Pipe	-	-	150,000	-	-
	Electrical System Upgrade	-	-	100,000	-	-
	Intake Wing Wall Rehab	-	-	220,000	-	-
Raw Water	Raw Water Reservoir Dredging	-	-	200,000	-	-
Raw Water	Raw Water NEW Raw Water Pump Station					
	New Raw Water Pump Station Design	-	-	3,953,000	-	-
	New Raw Water Pump Station Construction	-	-	-	7,906,000	7,906,000
Raw Water	Water Treatment Raw Water Reservoir (30MG)	-	-	-	-	-
Water Treatment Plant	Security Improvements	100,000	-	-	-	-
Water Treatment Plant	Water Treatment Plant Upgrades					
	Residuals Handling Upgrades	4,500,000	-	-	-	-
	Control Room Upgrade	-	2,000,000	-	-	-
	Finished Water Clearwell Storage	-	-	-	-	-
	Filter Upgrades	4,000,000	-	4,000,000	-	4,000,000
Water Distribution	Water Line Extensions					
	Water Extensions	250,000	250,000	250,000	250,000	250,000
	Granite Quarry Secondary Waterline	-	500,000	-	-	-
	Rockwell Secondary Waterline	-	500,000	-	-	-
Water Distribution	Water Line Rehab/Replacement	350,000	400,000	450,000	500,000	550,000
Water Distribution	Galvanized Service Replacement Program	-	-	-	-	-
Water Distribution	Elevated Water Storage Tanks	-	-	-	-	-
Water Distribution	Water Distribution Asset Management Contingency	-	200,000	200,000	200,000	200,000
Sanitary Sewer Collections	Sanitary Sewer Extensions	250,000	250,000	250,000	250,000	250,000
Sanitary Sewer Collections	Sanitary Sewer Line Rehabilitation (I&I Reduction)	350,000	400,000	450,000	500,000	550,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation					
	Grant Creek Interceptor Rehab	500,000	500,000	1,000,000	1,000,000	1,000,000
	Town Creek Interceptor Rehab	-	-	-	-	-
	Crane Creek Interceptor Rehab	-	-	-	-	-
Sanitary Sewer Lift Stations	Upgrades & Eliminations					
	Eliminations (Hitachi LS)	-	600,000	-	-	-
	Eliminations (St Luke LS)	617,650	-	-	-	-
Wastewater Treatment Plant	WWTP Improvements					
	Grant Creek Influent Pump Station Replacement	5,650,000	5,650,000	5,650,000	-	-
	Town Creek Access Road Remote	-	500,000	-	-	-
	Septage Receiving Station	-	500,000	-	-	-
	Nutrient Removal Facility	-	-	-	-	-
Wastewater Treatment	Wastewater Treatment Asset Management Contingency	-	250,000	250,000	250,000	250,000
		<b>16,667,650</b>	<b>12,500,000</b>	<b>17,123,000</b>	<b>10,856,000</b>	<b>14,956,000</b>



**City of Salisbury  
10 Year Capital Improvement Program  
Water & Sewer Fund**

<b>Department</b>	<b>Project Name</b>	<b>2025</b>	<b>2026</b>	<b>Fiscal Year 2027</b>	<b>2028</b>	<b>2029</b>	<b>10 Year Total</b>
Administration	Maintenance Building Up fit (Cemetery Street)	-	-	-	-	-	100,000
Raw Water	Raw Water Pump Station Improvements						
	Raw Water Piping 24" Concrete Pipe	-	-	-	-	-	150,000
	Electrical System Upgrade	-	-	-	-	-	100,000
	Intake Wing Wall Rehab	-	-	-	-	-	220,000
Raw Water	Raw Water Reservoir Dredging	-	-	-	-	-	200,000
Raw Water	Raw Water NEW Raw Water Pump Station						
	New Raw Water Pump Station Design	-	-	-	-	-	3,953,000
	New Raw Water Pump Station Construction	-	-	-	-	-	15,812,000
Raw Water	Water Treatment Raw Water Reservoir (30MG)	3,000,000	3,000,000	-	-	-	6,000,000
Water Treatment Plant	Security Improvements	-	-	-	-	-	100,000
Water Treatment Plant	Water Treatment Plant Upgrades						
	Residuals Handling Upgrades	-	-	-	-	-	4,500,000
	Control Room Upgrade	-	-	-	-	-	2,000,000
	Finished Water Clearwell Storage	-	2,000,000	-	-	-	2,000,000
	Filter Upgrades	-	-	-	-	-	12,000,000
Water Distribution	Water Line Extensions						
	Water Extensions	250,000	250,000	250,000	250,000	250,000	2,500,000
	Granite Quarry Secondary Waterline	-	-	-	-	-	500,000
	Rockwell Secondary Waterline	-	-	-	-	-	500,000
Water Distribution	Water Line Rehab/Replacement	600,000	650,000	700,000	750,000	800,000	5,750,000
Water Distribution	Galvanized Service Replacement Program	-	1,000,000	1,000,000	2,000,000	-	4,000,000
Water Distribution	Elevated Water Storage Tanks	-	-	-	-	2,000,000	2,000,000
Water Distribution	Water Distribution Asset Management Contingency	200,000	200,000	200,000	200,000	200,000	1,800,000
Sanitary Sewer Collections	Sanitary Sewer Extensions	250,000	250,000	250,000	250,000	250,000	2,500,000
Sanitary Sewer Collections	Sanitary Sewer Line Rehabilitation (I&I Reduction)	600,000	650,000	700,000	750,000	800,000	5,750,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation						
	Grant Creek Interceptor Rehab	-	-	-	-	1,000,000	5,000,000
	Town Creek Interceptor Rehab	-	-	1,000,000	1,000,000	-	2,000,000
	Crane Creek Interceptor Rehab	1,000,000	1,000,000	-	-	-	2,000,000
Sanitary Sewer Lift Stations	Upgrades & Eliminations						
	Eliminations (Hitachi LS)	-	-	-	-	-	600,000
	Eliminations (St Luke LS)	-	-	-	-	-	617,650
Wastewater Treatment Plant	WWTP Improvements						
	Grant Creek Influent Pump Station Replacement	-	-	-	-	-	16,950,000
	Town Creek Access Road Remote	-	-	-	-	-	500,000
	Septage Receiving Station	-	-	-	-	-	500,000
	Nutrient Removal Facility	-	6,000,000	6,000,000	-	-	12,000,000
Wastewater Treatment	Wastewater Treatment Asset Management Contingency	250,000	250,000	250,000	250,000	250,000	2,250,000
		<b>6,150,000</b>	<b>15,250,000</b>	<b>10,350,000</b>	<b>5,450,000</b>	<b>5,550,000</b>	<b>114,852,650</b>

## Capital Improvement Program FY 2020-29

**Project Name:** Maintenance Building Upfit (Cemetery St.)

**Department:** Administration

**Project Description:** The vulnerability assessment mandated by the Environmental Protection Agency (EPA) in FY04 identified utility sites and facilities where security improvements need to be implemented. The recent acquisition of property adjacent to the Water Treatment Plant will allow for additional perimeter fencing that will further limit access to City-owned property in and around the plant.

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	100										100
Other											-
<b>Capital Total</b>	<b>100</b>	-	-	-	-	-	-	-	-	-	100

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Pump Station Improvements

**Department:** Raw Water

**Project Description:** An existing section of the 24" concrete pipe that conveys raw water from the pump station to the reservoirs needs to be replaced. Additionally, the electrical system needs to be upgraded. Finally, the intake wing wall is scheduled for rehabilitation.

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction			470								470
Other											-
<b>Capital Total</b>	-	-	470	-	-	-	-	-	-	-	470

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Reservoir Dredging

**Department:** Raw Water

**Project Description:** Both raw water reservoirs have accumulated sediment over the years and will require dredging. Removing the accumulated sediment will increase current raw water storage capacities.

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other			200								200
<b>Capital Total</b>	-	-	200	-	-	-	-	-	-	-	200

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** New Raw Water Pump Station

**Department:** Raw Water

**Project Description:** The existing Raw Water Pump Station was constructed in 1917 and expanded to its current size in the 1950s. In 1968, a new intake was constructed with a withdrawal capacity of 24 MGD. However, all of the structures were built near the river, and sedimentation created by the ALCOA Yadkin project causes more severe flooding. This is the only supply of water for the City of Salisbury and much of Rowan County. The station is both inaccessible and potentially vulnerable during flood events. A need exists to build a new raw water pump station at a location out of the floodplain, as well as increase withdrawal capacity for future system demands.

**Proposed Funding Source:** Water & Sewer Revenue Bonds (20 years)

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design			3,953								3,953
Construction				7,906	7,906						15,812
Other											-
<b>Capital Total</b>	-	-	3,953	7,906	7,906	-	-	-	-	-	19,765

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operation											-
Debt Cost				394	1,391	1,391	1,391	1,391	1,391	1,391	8,740
<b>Operating Total</b>	-	-	-	394	1,391	1,391	1,391	1,391	1,391	1,391	8,740

## Capital Improvement Program FY 2020-29

**Project Name:** Raw Water Reservoir (30MG)

**Department:** Raw Water

**Project Description:** This project includes the design and construction of a new 30 million gallon (30 MG) raw water reservoir. State regulations require a minimum of five days of off-site storage in the event of equipment failure or poor raw water quality. With the expansion of the Water Treatment Plant to 24 MGD, additional reservoir capacity will be needed for the protection of the system.

**Proposed Funding Source:** Water & Sewer Revenue Bonds (20 years)

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											
Construction						3,000	3,000				6,000
Other											-
<b>Capital Total</b>	-	-	-	-	-	3,000	3,000	-	-	-	6,000

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating											-
Debt Cost						150	528	528	528	528	2,262
<b>Operating Total</b>	-	-	-	-	-	150	528	528	528	528	2,262

## Capital Improvement Program FY 2020-29

**Project Name:** Water Plant Security Improvements

**Department:** Water Treatment Plant

**Project Description:** The vulnerability assessment mandated by the Environmental Protection Agency (EPA) in FY04 identified utility sites and facilities where security improvements need to be implemented. The recent acquisition of property adjacent to the Water Treatment Plant will allow for additional perimeter fencing that will further limit access to City-owned property in and around the plant.

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	100										100
Other											-
<b>Capital Total</b>	<b>100</b>	-	-	-	-	-	-	-	-	-	100

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Water Plant Upgrades

**Department:** Water Treatment Plant

**Project Description:** Improvements include rehabilitating or bypassing the sedimentation basins in order to improve operational efficiencies. Other upgrades include an improved residual handling facility, upgrades to the control room, and the addition of a finished water clearwell.

**Proposed Funding Source:** Water & Sewer Revenue Bonds (20 years)

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	8,500	2,000	4,000		4,000		2,000				20,500
Other											-
<b>Capital Total</b>	<b>8,500</b>	<b>2,000</b>	<b>4,000</b>	<b>-</b>	<b>4,000</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,500</b>

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating											-
Debt Cost	212	798	1,024	1,276	1,376	1,628	1,678	1,804	1,804	1,804	13,404
<b>Operating Total</b>	<b>212</b>	<b>798</b>	<b>1,024</b>	<b>1,276</b>	<b>1,376</b>	<b>1,628</b>	<b>1,678</b>	<b>1,804</b>	<b>1,804</b>	<b>1,804</b>	<b>13,404</b>



## Capital Improvement Program FY 2020-29

**Project Name:** Water Extensions

**Department:** Water Distribution

**Project Description:** Currently, a single water main feeds the distribution system supplying the towns of Granite Quarry and Rockwell. Multiple feeds would provide a redundant source of water and also improve the hydraulic characteristics of the distribution system. Funding for future waterline extensions for the City of Salisbury, towns of China Grove, Granite Quarry, Rockwell, and Spencer, as well as Rowan County, is also proposed.

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	250	1,250	250	250	250	250	250	250	250	250	3,500
Other											-
<b>Capital Total</b>	<b>250</b>	<b>1,250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>3,500</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Water Line Rehab/Replacement

**Department:** Water Distribution

**Project Description:** Much of the existing distribution system, installed 50-70 years ago, is approaching the end of its useful life. Pipe condition, as well as capacity, will require rehabilitation or replacement in the coming years. Some of this work will be accomplished utilizing trenchless rehabilitation techniques in order to minimize above ground disruptions. However, significant upsizing will require traditional "dig-and-replace" construction

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	350	400	450	500	550	600	650	700	750	800	5,750
Other											-
<b>Capital Total</b>	<b>350</b>	<b>400</b>	<b>450</b>	<b>500</b>	<b>550</b>	<b>600</b>	<b>650</b>	<b>700</b>	<b>750</b>	<b>800</b>	<b>5,750</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Galvanized Service Replacement Program

**Department:** Water Distribution

**Project Description:** Due to recent national incidents involving lead in drinking water, it is anticipated that future regulatory action will require an elimination of lead piping in drinking water systems. While lead services do not exist in the distribution system, lead "goosenecks" were previously used to connect galvanized service lines to the water main. SRU is in the process of identifying galvanized service lines throughout the system in preparation for a future replacement initiative.

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction							1,000	1,000	2,000		4,000
Other											-
<b>Capital Total</b>	-	-	-	-	-	-	1,000	1,000	2,000	-	4,000

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Elevated Water Storage Tanks

**Department:** Water Distribution

**Project Description:** The existing tanks were located to accommodate the present system. With the expansion of the water system to supply a larger service area, the need for additional storage will be necessary. This will help buffer high-demand periods at the Water Treatment Plant, correct pressure problems, and provide fire protection. Tanks will be needed in the future along Highway 70 and Highway 29 corridors, as demand grows.

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction										2,000	2,000
Other											-
<b>Capital Total</b>	-	-	-	-	-	-	-	-	-	2,000	2,000

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Asset Management Contingency

**Department:** Water Distribution

**Project Description:** SRU received funding from the NC State Water Infrastructure Authority for an Asset Inventory & Assessment Grant. It is expected that additional capital improvement needs will be identified through the course of evaluating existing infrastructure assets and subsequent management plans. More detailed cost estimates will be developed as specific projects are named, and the CIP will be adjusted.

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction		200	200	200	200	200	200	200	200	200	1,800
Other											-
<b>Capital Total</b>	<b>-</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1,800</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Sanitary Sewer Extensions

**Department:** Sanitary Sewer Collections

**Project Description:** Economic development and environmentally sensitive areas will require the extension of sanitary sewer service. Funding for future sewer extensions for the City of Salisbury, towns of China Grove, Granite Quarry, Rockwell, and Spencer, as well as Rowan County, is proposed.

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	250	250	250	250	250	250	250	250	250	250	2,500
Other											-
<b>Capital Total</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>2,500</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name** Sanitary Sewer Line Rehabilitation (I&I Reduction)

**Department:** Sanitary Sewer Collections

**Project Description:** Repair aging infrastructure to be in compliance with state and federal standards once identified through regular, mandated inspections. Inflow & Infiltration (I&I) is a significant problem, as it strains existing wastewater treatment plant and sewer lift station capacity, causing occasional overflows and spills. Manholes, sanitary sewer mains, and cross connections identified by SRU staff may be targeted for major repair or replacement using this funding. Rehabilitation projects may consist of replacement, realignment, trenchless rehab, or an upgrade in pipe size to increase capacity.

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	350	400	450	500	550	600	650	700	750	800	5,750
Other											-
<b>Capital Total</b>	<b>350</b>	<b>400</b>	<b>450</b>	<b>500</b>	<b>550</b>	<b>600</b>	<b>650</b>	<b>700</b>	<b>750</b>	<b>800</b>	<b>5,750</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2020-29

**Project Name:** Sanitary Sewer Interceptor Rehabilitation

**Department:** Sanitary Sewer Collections

**Project Description:** Much of the existing gravity interceptors were installed 30-40 years ago and are approaching the end of useful life. Pipe condition, as well as capacity, will require rehabilitation or replacement in the coming years. Some of this work will be accomplished utilizing trenchless rehabilitation techniques in order to minimize above ground disruptions. However, significant upsizing will require traditional "dig-and-replace" construction. Assessments are planned for the older sections of the Grants Creek, Town Creek, and Crane Creek interceptors in the next one-two years.

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	500	500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,000
Other											-
<b>Capital Total</b>	<b>500</b>	<b>500</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>9,000</b>

**Operating Fund Impact:** None



## Capital Improvement Program FY 2020-29

**Project Name:** Lift Stations Upgrades & Eliminations

**Department:** Sanitary Sewer Lift Stations

**Project Description:** Sanitary sewer lift stations create a single point of failure and often limit capacity in the collection system, with higher operational and maintenance costs. When possible, lift stations are eliminated through the installation of gravity sewer extensions. Hitachi (FY19) and St. Luke's (FY20) are scheduled for elimination. Crane Creek lift station cannot be eliminated and is currently under design for improvements that will increase efficiency and capacity, as well as operational redundancy.

**Proposed Funding Source:** Water & Sewer Fund

Water & Sewer Revenue Bonds (20 years)

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	618	600									1,218
Other											-
<b>Capital Total</b>	<b>618</b>	<b>600</b>	-	-	-	-	-	-	-	-	<b>1,218</b>

**Operating Fund Impact:** Replace aging infrastructure, increase capacity, regulatory compliance. Net positive impact on operational costs. Some impact on operations through higher debt service costs.

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating	(12)	(27)	(27)	(27)	(27)	(27)	(27)	(27)	(27)	(27)	(255)
Debt Cost	30	107	107	107	107	107	107	107	107	107	993
<b>Operating Total</b>	<b>18</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>80</b>	<b>738</b>

## Capital Improvement Program FY 2020-29

**Project Name:** Wastewater Treatment Plant Improvements

**Department:** Wastewater Treatment Plant

**Project Description:** Improvements and upgrades to the wastewater treatment facilities are required in order to maintain regulatory compliance and repair/replace aging equipment.

Projects include:

- Grant Creek influent pump station and headworks replacement
- Town Creek access road re-route
- Septage receiving station
- Nutrient removal upgrades

**Proposed Funding Source:** Water & Sewer Revenue Bonds (20 years)

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> (in thousands)											
Design											-
Construction	5,650	6,650	5,650				6,000	6,000			29,950
Other											-
<b>Capital Total</b>	<b>5,650</b>	<b>6,650</b>	<b>5,650</b>	-	-	-	<b>6,000</b>	<b>6,000</b>	-	-	<b>29,950</b>

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>OPERATING IMPACT</b> (in thousands)											
Operating											-
Debt Cost	447	1,579	1,579	1,579	1,579	1,579	1,878	2,635	2,635	2,635	18,125
<b>Operating Total</b>	<b>447</b>	<b>1,579</b>	<b>1,579</b>	<b>1,579</b>	<b>1,579</b>	<b>1,579</b>	<b>1,878</b>	<b>2,635</b>	<b>2,635</b>	<b>2,635</b>	<b>18,125</b>

## Capital Improvement Program FY 2020-29

**Project Name:** Asset Management Contingency

**Department:** Wastewater Treatment

**Project Description:** SRU received funding from the NC State Water Infrastructure Authority for an Asset Inventory & Assessment Grant. It is expected that additional capital improvement needs will be identified through the course of evaluating existing infrastructure assets and subsequent management plans. More detailed cost estimates will be developed as specific projects are named, and the CIP will be adjusted.

**Proposed Funding Source:** Water & Sewer Fund

	FY-20	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction		250	250	250	250	250	250	250	250	250	2,250
Other											-
<b>Capital Total</b>	-	250	250	250	250	250	250	250	250	250	2,250

**Operating Fund Impact:** None



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# Debt Management Program

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**DEBT MANAGEMENT PROGRAM**

**OUTSTANDING DEBT**

As of June 30, 2019, the City of Salisbury will have \$55,164,062 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
Installment Purchases	<u>\$ 10,448,502</u>
Water and Sewer Fund:	
Revenue Bonds	\$ 18,647,690
Capital Leases/Installment Purchases	1,961,870
State Clean Water Revolving Loans	<u>610,000</u>
	<u>\$ 21,219,560</u>
Fibrant Communications Fund:	
Installment Purchases	<u>\$ 23,380,000</u>
HUD Fund:	
Section 108 Loan	<u>\$ 116,000</u>
Total	<u>\$ 55,164,062</u>

**General Fund/General Fund Capital Reserve Fund**

The City has entered into various installment purchase contracts to finance the acquisition and renovation of various equipment and facilities. These installment purchase contracts are as follows:

	<b><u>Balance</u></b> <b><u>June 30, 2019</u></b>
\$3,565,680 Installment Purchase Contract for construction and facilities improvements, rate of 3.83%, issued May 2006, payable in 30 semi-annual payments of \$118,856 principal plus interest, maturing serially to 2021	\$ 475,424
\$2,417,601 Installment Purchase Contract to purchase telecommunications equipment, rate of 1.85%, issued August 2013, payable in 20 semi-annual payments of \$120,880 principal plus interest, maturing serially to 2024	1,087,921
\$1,962,188 Installment Purchase Contract to purchase new fire trucks, rate of 2.68%, issued March 2018, payable in 12 semi-annual payments of \$165,515 principal plus interest, maturing serially to 2024	1,635,157
\$7,500,000 Installment Purchase Contract for construction of Fire Station 6 dated September 2018, interest rate 3.17%, payable in 30 semi-annual payments of \$250,000 principal plus interest, maturing serially to 2034	<u>7,250,000</u>
	<u>\$ 10,448,502</u>

Future maturities and interest on General Fund long-term debt are:

<b>Year Ending</b> <b>June 30,</b>	<b>Installment Purchases</b>	
	<b>Principal</b>	<b>Interest</b>
2020	1,306,503	302,689
2021	1,306,503	264,479
2022	1,068,791	228,458
2023	1,068,791	199,309
2024	947,911	170,160
2025	500,000	146,613
2026	500,000	130,763
2027	500,000	114,913
2028	500,000	99,063
2029	500,000	83,213
2030	500,000	67,363
2031	500,000	51,513
2032	500,000	35,663
2033	500,000	19,813
2034	250,000	3,963
Totals	<u>\$ 10,448,502</u>	<u>\$ 1,917,972</u>

### **Water and Sewer Fund**

Long-term debt of the Water and Sewer Fund includes the following revenue bond issues:

	<b>Balance</b> <b>June 30, 2019</b>
Revenue Bonds 2006, average rate of 3.99%, issued December 2006, maturing serially to 2026	\$ 2,819,690
Revenue Bonds 2009, average rate of 4.14%, issued October 2009, maturing serially to 2025	2,853,000
Revenue Bonds Water and Sewer Series 2010, average rate of 3.0425%, issued November 2010, maturing serially to 2027	9,010,000
Revenue Water and Sewer Series 2012, rate of 2.615%, issued April 2012, maturing serially to 2028	<u>3,965,000</u>
	<u><u>\$ 18,647,690</u></u>

The Revenue Bond General Trust Indenture requires that the City must maintain certain debt covenants relating to reporting requirements, annual budgets, and minimum utility funds revenues. Net revenues available for revenue bond debt service cannot be less than 120% of the long-term debt service requirement for parity indebtedness and 100% for all general obligation debt. The calculations of the City's revenue bond coverage for the last three years are as follows:

Fiscal Year	Gross Revenues (1)	Operating Expenditures (2)	Net Revenues Available for Revenue Bond Debt Service	Debt Service Requirements		Coverage Ratios	
				Parity Debt (3)	All Debt	Parity Debt	All Debt
2016	23,734,822	14,690,866	9,043,956	3,012,537	5,218,769	300.21%	173.30%
2017	26,102,355	15,191,893	10,910,462	3,004,086	4,895,495	363.19%	222.87%
2018	25,807,649	16,387,723	9,419,926	3,010,952	4,132,963	312.86%	227.92%

(1) Total operating revenues plus investment earnings exclusive of revenue bond investment earnings.

(2) Total operating expenses exclusive of depreciation.

(3) Parity debt includes revenue bonds only.

The City has entered into various agreements to lease certain water and sewer distribution systems. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception. Interest rates on these agreements range from 3.385% to 5.6%. The City has recorded water and sewer assets related to these leases at the City's cost of \$20,258,125. The future minimum lease payments at June 30, 2019, total \$1,380,290, including \$128,673 of interest. Upon completion of these lease payments, the City will take ownership of the related assets.

On August 7, 2013, the City entered into an installment purchase contract for telecommunications equipment in the amount of \$1,292,399, at a rate of 1.85%, payable in 20 semi-annual payments of \$64,620 principal, plus interest.

In addition to this debt, the City also owes the State of North Carolina for debt issued through its Clean Water Revolving Loan program. One of these loans was refinanced by the State of North Carolina reducing the average interest rate from 5.03% to 3.43%, resulting in total savings over the remaining life of the loan of \$573,284. Total Clean Water Debt is composed of the following two loans:

	<b>Balance June 30, 2019</b>
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued November 1989, revised May 1, 2003, to 3.43%, maturing serially to 2020	\$ 150,000
Clean Water Loan for Sewer purposes, average rate of 2.60%, issued June 2000, maturing serially to 2020	460,000
	<u>\$ 610,000</u>

Future maturities and interest of Water and Sewer Fund for all types of long-term debt are:

Year Ending June 30,	Revenue Bonds		Clean Water Bonds		Captl Leases/Instmt Purchases		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2020	2,107,251	753,838	610,000	15,860	368,730	44,401	3,085,981	814,099
2021	2,188,586	674,721	-	-	348,730	35,209	2,537,316	709,930
2022	2,280,461	582,587	-	-	338,730	27,130	2,619,191	609,717
2023	2,374,898	486,362	-	-	338,730	19,655	2,713,628	506,017
2024	2,480,920	385,962	-	-	190,203	12,180	2,671,123	398,142
2025	2,577,550	280,842	-	-	125,583	8,684	2,703,133	289,526
2026	2,142,813	182,801	-	-	125,583	5,789	2,268,396	188,590
2027	2,010,210	92,587	-	-	125,583	2,895	2,135,793	95,482
2028	485,000	11,737	-	-	-	-	485,000	11,737
Totals	<u>\$ 18,647,689</u>	<u>\$ 3,451,437</u>	<u>\$ 610,000</u>	<u>\$ 15,860</u>	<u>\$ 1,961,872</u>	<u>\$ 155,943</u>	<u>\$ 21,219,561</u>	<u>\$ 3,623,240</u>



**Fibrant Communications Fund**

Long-term debt of the Fibrant Communications Fund includes the following installment purchase debt issue:

	<b>Balance</b>
	<b><u>June 30, 2019</u></b>
Installment Purchase Refunding, issued December 2008, revised July 2018, rate 3.84%, maturing serially to 2029	<b><u>\$ 23,380,000</u></b>

In December 2008, the City issued \$33,560,000 in Series 2008 certificates of participation. This issue was part of a larger issue that totaled \$35,865,000 in Series 2008 certificates of participation. The \$33,560,000 was issued at an average coupon rate of 5.33%, maturing serially to 2029. In April 2013, the City issued \$16,928,000 in Refunding Certificates of Participation to refund a portion of the Series 2008. The City completed the refunding to reduce its total debt service payments by \$2,086,141 and to obtain an economic gain (difference between the present value of the old and new debt service payments) of \$1,968,375. On September 14, 2016, the City completed a \$29,680,000 Installment Financing to advance refund the \$30,983,000 outstanding Certificates of Participation above. As a result of this refunding, the Certificates of Participation were considered to be defeased. The City completed the advance refunding and reduced its total debt service payments over 13 years by \$5,599,305. The City held a referendum in May 2018 as a requirement to enter into a lease agreement for management of the broadband utility, which resulted in over 80% support of lease. Another requirement of the lease was to complete a taxable debt refinancing for broadband, which was completed in July 2018 for \$25,875,000 at 3.84%.

Future maturities and interest on Fibrant Communications Fund long-term debt are:

<b>Year Ending</b>	<b>Installment Purchases</b>	
	<b>Principal</b>	<b>Interest</b>
<b><u>June 30,</u></b>		
2020	1,965,000	897,792
2021	2,040,000	822,336
2022	2,120,000	744,000
2023	2,200,000	662,592
2024	2,280,000	578,112
2025	2,370,000	490,560
2026	2,460,000	399,552
2027	2,555,000	305,088
2028	2,655,000	206,976
2029	2,735,000	105,024
Totals	<b><u>\$ 23,380,000</u></b>	<b><u>\$ 5,212,032</u></b>

**Special Revenue Fund**

The City borrowed funds on loan from the U. S. Department of Housing and Urban Development pursuant to Section 108 of Title I of the Community Development Act of 1974. The loan was used to renovate two buildings to form a new community center. The City borrowed a total of \$596,000 under this loan.

Future maturities and interest are:

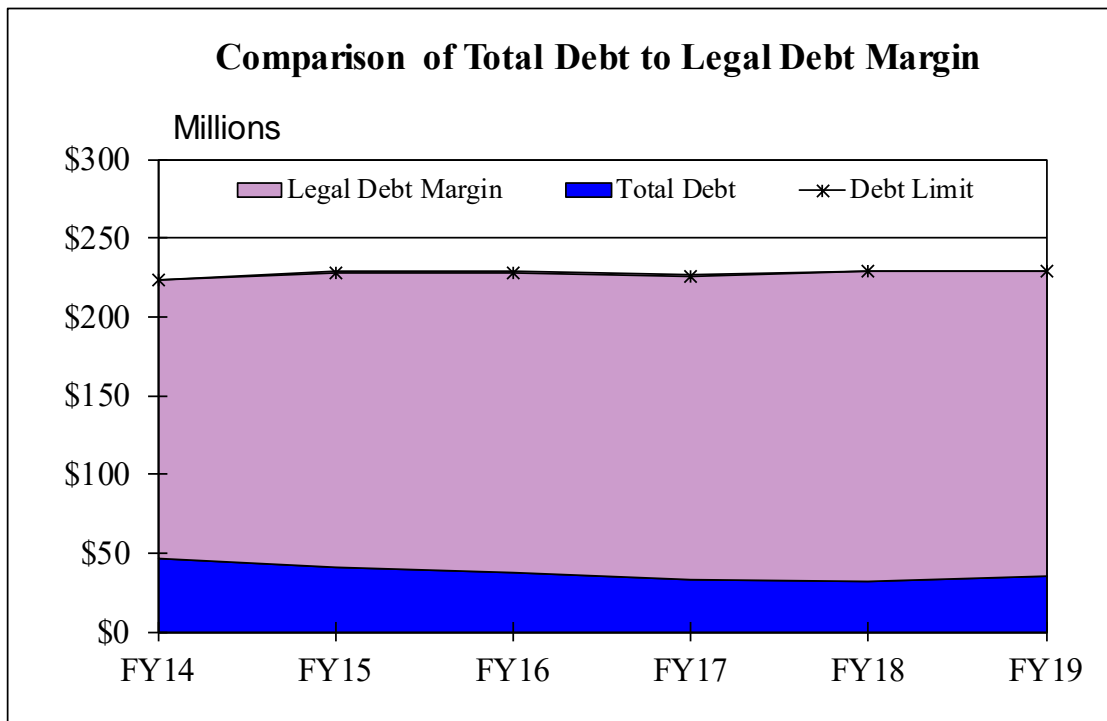
<b>Year Ending</b>	<b>HUD Section 108 Loan</b>	
	<b>Principal</b>	<b>Interest</b>
<b><u>June 30,</u></b>		
2020	34,000	5,499
2021	34,000	3,630
2022	34,000	1,740
2023	14,000	395
Totals	<b><u>\$ 116,000</u></b>	<b><u>\$ 11,264</u></b>

## PROPOSED DEBT

The City of Salisbury anticipates issuing a Revenue Bond during FY2019-2020 for both water and wastewater capital projects. These projects include the Grants Creek wastewater treatment facility improvements, which consists of new head works, grit removal, flow equalization and pump stations; St. Luke's lift station and force main upgrades; water treatment plant residuals handling upgrades; and filter upgrades at the water treatment plant. The City plans to issue revenue bonds totaling \$26,067,650 in the second half of FY2019-2020 for these projects. The first payment for this debt issuance is not anticipated to be paid until FY2020-2021.

## LEGAL DEBT MARGIN

As shown on the graph below, the City has maintained an ample legal debt margin. This margin is based on a debt limit of 8% of assessed valuation less total debt as required by North Carolina General Statutes. The margin allows for the incurring of proposed debt to finance the needed infrastructure projects and equipment as outlined in the CAPITAL IMPROVEMENT PROGRAM section. Furthermore, the City complies with the Debt Management Policy as defined in the FINANCIAL MANAGEMENT POLICIES.



### Computation of Legal Debt Margin at June 30, 2019:

Debt limit: Total assessed value of \$2,867,837,635 x 8% \$ 229,427,011

Amount of debt applicable to debt limit:

Total certificates of participation	23,380,000
Fibrant Communications Fund	23,380,000
Total capitalized lease obligation	12,410,372
General Fund	10,448,502
Water & Sewer Fund	1,961,870

Total amount of debt applicable to debt limit 35,790,372

LEGAL DEBT MARGIN \$ 193,636,639

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**DIRECT AND OVERLAPPING DEBT**

The table below shows the computation of direct and overlapping debt from the City and Rowan County. These amounts are as of June 30, 2018.

<u>Governmental Unit</u>	<u>Debt Outstanding</u>	<u>Estimated Percentage Applicable</u>	<u>Estimated Share of Overlapping Debt</u>
Debt repaid with property taxes: Rowan County	\$ 71,036,675	23.05%	\$ 16,372,811
City of Salisbury direct debt			<u>4,235,005</u>
Total direct and overlapping debt			<u><u>\$ 20,607,816</u></u>

Sources: Assessed value data used to estimate applicable percentages and outstanding debt data provided by Rowan County Finance Department.

Note: Overlapping governments are those that coincide, at least in part, with the geographic boundaries of the city. This schedule estimates the portion of the outstanding debt of those overlapping governments that is borne by the residents and businesses of the City of Salisbury. This process recognizes that, when considering the government's ability to issue and repay long-term debt, the entire debt burden borne by the residents and businesses should be taken into account. However, this does not imply that every taxpayer is a resident, and therefore responsible for repaying the debt, of each overlapping government.



# Budget Ordinance

**BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR  
BEGINNING JULY 1, 2019, AND ENDING JUNE 30, 2020**

Be it ordained by the City Council of the City of Salisbury, North Carolina, as follows:

Section 1.      Appropriations

That for the expense of the City Government and its activities for the fiscal year beginning July 1, 2019, and ending June 30, 2020, the amounts in the following subsections, or so much of each as may be necessary, are hereby appropriated:

(1)      That for said fiscal year there is hereby appropriated out of the GENERAL FUND the following:

City Council	\$ 466,274
Management and Administration	1,153,286
Communications	472,156
Human Resources	1,394,337
Financial Services	1,418,467
Business Services	474,096
Planning & Community Development	2,181,762
Information Technology	1,532,828
Development Services	540,195
Code Services	386,067
Downtown Development	365,303
Facilities Maintenance	315,610
Central City Buildings	1,145,769
Plaza	598,138
Police Services	2,878,983
Police Administration	1,368,447
Police Operations	5,569,890
Fire Department	7,224,747
Telecommunications	664,867
Traffic Operations	258,328
Street Lighting	531,147
Transportation	633,564
Engineering	3,711,715
Public Services Administration	293,263
Streets	2,278,304
Solid Waste	1,647,662
Waste Management - Other	494,174
Cemetery	101,917
Grounds Maintenance	1,162,452
Parks and Recreation	1,525,627
Fleet Management	1,123,623
Education	40,000
Fibrant Support	2,400,000
Contingency Expenses	38,000
Debt Service	1,119,046
TOTAL GENERAL FUND	<u>\$ 47,510,044</u>

(2) That for said fiscal year there is hereby appropriated out of the WATER AND SEWER FUND the following:

Utilities Mgt. and Administration	\$ 6,572,159
Plant Operations-Water Treatment	2,252,211
Systems Maintenance	6,798,178
Environmental Services	626,349
Plant Operations-Wastewater Treatment	4,461,997
Meter Services	715,898
Water and Sewer Debt Service	<u>3,900,072</u>
TOTAL WATER AND SEWER FUND	<u>\$ 25,326,864</u>

(3) That for said fiscal year there is hereby appropriated out of the TRANSIT FUND for the purpose of operating Salisbury's Transit System, the sum of

\$ 1,405,361

(4) That for said fiscal year there is hereby appropriated out of the GENERAL FUND CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of

\$ 2,318,296

(5) That for said fiscal year there is hereby appropriated out of the WATER AND SEWER CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of

\$ 446,992

(6) That for said fiscal year there is hereby appropriated out of the FIBRANT COMMUNICATIONS FUND for the operating Salisbury's Fiber Optic Network, the sum of

\$ 3,858,000

(7) That for said fiscal year there is hereby appropriated out of the STORMWATER FUND for the purpose of operating Salisbury's Stormwater management program, the sum of

\$ 1,883,400

(8) That for said fiscal year there is hereby appropriated out of the STORMWATER CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of

\$ 156,890

(9) That for the 2019-20 Community Development Block Grant Entitlement there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes outlined within the grant, the sum of

\$ 320,017

(10) That for the Rental Rehab Fund there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes of performing housing rehabilitation and down payment assistance, the sum of

\$ 152,778

## Section 2. Revenue Estimates

The City Council has and does estimate that the following revenues will be available during the fiscal year beginning July 1, 2019 and ending June 30, 2020:

General Fund:	
Taxes	\$ 22,141,484
Unrestricted governmental	10,979,000
Restricted governmental	3,790,301
Charges for services	7,498,920
Miscellaneous	576,793
Other financing sources	2,523,546
Total revenues and other financing sources	<u>\$ 47,510,044</u>
Water and Sewer Fund:	
Operating revenues	\$ 24,666,864
Nonoperating revenues	250,000
Other financing sources	410,000
Total revenues	<u>\$ 25,326,864</u>
Transit Fund:	
Charges for services	\$ 132,750
Intergovernmental revenues	639,047
Other financing sources	633,564
Total revenues and other financing sources	<u>\$ 1,405,361</u>
General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 1,988,290
Nonoperating revenues	45,000
Other financing sources	285,006
Total revenues and other financing sources	<u>\$ 2,318,296</u>
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 414,992
Miscellaneous	32,000
Total revenues and other financing sources	<u>\$ 446,992</u>
Fibrant Communications Fund:	
Operating revenues	\$ 1,438,000
Nonoperating revenues	20,000
Other financing sources	2,400,000
Total revenues	<u>\$ 3,858,000</u>
Stormwater Fund:	
Total revenues	<u>\$ 1,883,400</u>
Stormwater Capital Reserve Fund:	
Total revenues and other financing sources	<u>\$ 156,890</u>
Special Revenue Funds:	
Entitlement Fund:	
Intergovernmental revenue	\$ 290,017
Miscellaneous	30,000
Total revenue	<u>\$ 320,017</u>
Rental Rehab:	
Total revenue	<u>\$ 152,778</u>

Section 3. Tax Levy

There is hereby levied the following rates of Ad Valorem Tax on each one hundred dollars (\$100.00) valuation of taxable property, as listed for taxes as of January 1, 2019 for the purpose of raising the revenue from current year's property tax, as set forth in the foregoing estimate of revenue, and in order to finance the foregoing appropriation, to wit:

General Fund:

(For the expense incident to the proper government of the City of Salisbury)

-- \$ .7169  
-- \$ .0027 (clerical error FY19)  
-- \$ .7196

Municipal Service District:

(To promote, encourage and assist in the revitalization and economic health and stability of the downtown area)

-- \$ .176

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$3,078,560,000 for General Fund purposes.

There is hereby levied a Municipal Vehicle Tax of \$10.00 on each vehicle resident as authorized by General Statute 20-97.

There is hereby levied an Animal Tax of one dollar on each dog as authorized by General Statute 160A-212.

Section 4. There is hereby levied a tax of 1.5% on gross receipts derived from retail short-term lease or rental of vehicles to the general public. This tax will be levied, reported, and collected as established under Ordinance 2000-47 as authorized by General Statute 160A-215.1.

Section 5. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2019 added to each appropriation as it applied in order to properly account for the payment against the fiscal year in which it is paid.

Section 6. The City Manager is hereby authorized to make any budget amendments as may be required within each fund as long as the total appropriation for each fund does not change and contingency funds are not utilized.

Section 7. Copies of this ordinance shall be furnished to the City's Finance Director, to be kept on file, for direction in the disbursement of City funds.

Section 8. The following schedules and fees are hereby adopted and all references to these fees in the City Code of Ordinances are amended to reflect these new schedules and fees as appropriate:



	Fee
<b>ADMINISTRATION</b>	
Sale of Salisbury Code of Ordinances-soft book binder	\$238.64
Sale of Salisbury City Council meeting recording	\$2 per CD
Copier or Multifunction Machine Fee	\$0.10 per copy/scanned page; Minimum of \$1
Copy of Reports/Files	Actual cost of supplies and mailing
<b>COMMUNITY PLANNING SERVICES</b>	
<i>Development Services</i>	
Zoning Board of Adjustment:	
Administrative appeal	\$300
Variance	\$300
Conditional District Petition or General Development Overlay:	
Adoption	\$1,000
Amendment	\$750
Revisions	\$50
District Map & Text Amendment Petition	
Land Development Ordinance Map Amendment (Rezoning)	\$600
Land Development Ordinance Text Amendment	\$600
Vested Rights Extension	\$600 without rezoning
Notifications/Mailing:	
1 - 20	\$25
21 - 50	\$75
51 - 100	\$150
Greater than 100	\$300
After-the-fact Certificate of Appropriateness (HPC)	\$250
Major Site Plan Review	\$500
Minor Site Plan Review	\$150
Alternate Methods of Compliance	\$50
Special Use Permit	\$500
Zoning Permit for New Single Family	\$50 (House <5 DU)
Zoning Permit for New Multi-family	\$150
Zoning Permit for New Non-residential	\$300
Zoning Permit for Addition, Accessory, Upfit of Residential	\$25
Zoning Permit for Addition, Accessory, Upfit of Non-residential	\$100
Zoning Verification Letter	\$60
Predevelopment Permit for Site Grading (LIA)	\$100
Predevelopment Permit for Site Grading (HIA)	\$300
New Telecommunications Tower Special Use Permit Application	\$5,000
Height Addition of Existing Telecommunications Tower Application	\$1,500
Sidewalk Dining Permit (Annually)	\$10
Special Event Permit	\$50
Temporary Sign Permit	\$25
Permit for Sign Panel / Face Change	\$50
Permit for New Wall, Canopy, Proj., Ground Sign	\$100
Temporary Use Permit	\$50
Temporary Construction Tractor	\$25

	Fee
Tree Removal Permit	\$10
Home Occupation	\$50
Policy Plan Amendment	\$1,000
Payment in Lieu of Sidewalk Construction	\$24 per linear foot
Standards Manual (includes zoning and subdivisions)	\$20
Annual Tax for Cable/Pipelines in Public Streets, Sidewalks, Alley, or Parking	\$1 per foot annually
<b>Code Enforcement</b>	
Nuisance abatement	Mobilization fee \$250 + contractor & landfill costs
Removal of trash, overgrowth, trees, household items on the outside, demolitions or securing of buildings or any other nuisances identified by the Code of Ordinances.	Mobilization fee \$250 + \$100 for every hour or portion thereof + associated landfill fees Not less than \$500
Second violation within 12 months by the same owner at the same location	Not less than \$500
Demolition or Moving Permit Application Fee	\$50
Failure to obtain a Demolition Permit	\$200
<b>ENGINEERING</b>	
Subdivision Review:	
Major Subdivision (Preliminary plat)	\$200 + \$10/lot
Minor Subdivision	\$30 per lot
Exception plat	\$20
Special Exception	\$200
Street & alley closings filing fee	\$500
Printed Maps	
Up to 11"x17" (ledger size)	\$1
34"x44" (E size sheet)	\$5
City Street Map	\$5
Custom Map	\$25
Engineering Plan Review Fee (Utility Only - New Construction)	\$200
Engineering Plan Review Fee (Utility Only- Upfit)	\$100
DENR Delegated Water Permit	\$200
DENR Delegated Sewer Permit	\$200
Field Inspections of Water Lines	\$1 per ft
Field Inspections of Sewer Lines	\$1 per ft
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20
<b>TRAFFIC OPERATIONS</b>	
Traffic Count	\$15 per counter per day
Repair of traffic control devices-materials	Actual cost + 10% for handling
Repair of traffic control devices-labor	Hourly rate + fringe benefits
Repair of traffic control devices-use of bucket truck or paint machine	\$50/hour
Repair of traffic control devices-use of service truck or small equipment	\$9/hour

## **POLICE**

	<u>Fee</u>
Copies	\$0.10 per copy/scanned page;
(No fee to victims of crime or traffic accidents for first copy of a report, but charged for any additional copies)	minimum of \$1; \$1 extra for mailing
Fingerprinting	\$10
Handicapped Parking Violation	\$250
Pool Hall Permits	\$100
Taxi permits - one time only	\$15
Parking ticket - illegal parking	\$5
Parking ticket - overtime parking (more than 2 hours)	\$5
False Alarms (Security and Fire):	
First Two False Alarms in 12 Month Period	Free from 1st Date
False Alarms 3 - 5 within 12 month period	\$50 per Alarm
False Alarms 6 - 7 within 12 month period	\$100 per Alarm
False Alarms 8 - 9 within 12 month period	\$250 per Alarm
False Alarms 10 or more within 12 month period	\$500 per Alarm
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20
Parade, Picket Line, or Group Demonstration Permit Application Fee	\$25

## **FIRE**

HazMat/Material Recovery	Actual Cost including equipment
Copies of Reports (First report is free to victims)	\$0.10 per copy/scanned page; minimum of \$1
Lifting Assistance	\$250 per Call
Lifting Assistance Standby	\$95 per Hour Stand-by

### **SPECIAL OPERATIONAL USE PERMITS**

Operational permits are required by the NC Fire Code to conduct the following types of operations. A permit fee will be charged for the following Special Operational Use Permits. These permits are not attached to normal procedures and are not covered under a General Inspection Use Permit or Fire Department Construction Permit. Tents and air supported structures requiring a construction permit will be included with the Special Operational Use Permit.

Blasting Permit:	
30 day permit	\$100
2 day permit (48 hours)	\$45
Burning Permit:	
Commercial	\$25
Residential	No charge
Exhibit and Trade Show	\$25
Festivals (fairs, carnivals, etc.)	
Large Festival:	\$175
1. Festival with an attendance of more than 6,000 on any given day or	
2. Outdoor circus or carnival	
Small Festival:	\$50
1. Festival with an attendance of 6,000 or less each day or	
2. Indoor circus or carnival	
Firework/Pyrotechnic Display (per display)	\$200

	Fee
Fumigation or Thermal Insecticidal Fogging	\$25
Special Amusement Building	\$25
Tent or Air Supported Structures (Funeral Homes & tents less than 700 sq. ft. exempt)	\$25
Tent, Structure or Stand for Fireworks Sales:	
21 day permit	\$500
7 day permit	\$200
Other Not Listed	\$25
After Hours Inspection (inspections conducted outside of normal work hours)	\$50
*Late Application Fee	\$50

\*A fee will be added to certain Special Operational Use Permits if the application is not submitted 14 days prior to the event. The Special Operational Use Permit applications include Exhibit and Trade Shows; Large Festivals; Small Festivals; Fireworks Displays; Special Amusement Buildings; Tent or Air Supported Structures; and Tent, Structure or Stand for Fireworks Sales.

#### FIRE DEPARTMENT CONSTRUCTION PERMITS

Construction permits are required by the NC Fire Code to install or modify the following systems or equipment. Any person that commences any work before obtaining the necessary permit will be charged double permit fees and subject to civil citations and being reported to the NC State Board of Examiners.

Automatic Fire-Extinguishing System:	
Installation	\$60
Renovation/Modification	\$50
Automatic Sprinkler System:	
Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50
Standpipe System (Not part of a sprinkler system):	
Installation	\$50
Renovation/Modification	\$50
Fire Alarm and Detection System:	
(Includes devices tied into fire alarm system)	
Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50
Door Locking Devices:	
(Access-controlled egress, delayed egress, & special locking devices)	
Installation	\$60
Renovation/Modification	\$50
Two-way Communication System:	
(Area of Rescue Assistance)	
Installation	\$60
Renovation/Modification	\$50
Fire Pumps and Related Equipment:	
Installation	\$60
Renovation/Modification	\$50
Private Fire Hydrants (per unit):	
Installation	\$60
Renovation/Modification	\$50
Compressed Gas Systems (Amounts exceed those listed in Table 105.6.9)	
Abandon, Remove, Place Temporarily out of Service, or Close	\$50
Flammable and Combustible Liquids Storage Tanks:	
* Tank Installation- (per tank)	\$60

	Fee
Removal or Place out of Service- (per tank)	\$50
* If electrical circuitry is involved then an electrical permit must also be obtained	
Hazardous Material Facility or Other Area:	
Abandon, Remove, Place Temporarily out of Service, or Close areas regulated by	\$60
<b>MISCELLANEOUS TESTS, INSPECTIONS, AND SERVICES</b>	
Residential (Group R-3):	
Fire Flow Test	\$200
Special Inspection (Conducted during normal work hours)	\$50
Special Inspection (Requested by contractor outside normal work hours) (per hour)	\$100
Stand-by Firefighter (4 hour minimum) (per hour)	\$25
Re-inspection fees will be charged to the permit applicant or holder of a General Inspection Use Permit beyond the first re-inspection when conducting inspections for fire code violations that have not been corrected:	
First non-compliance re-inspection	\$150
Second and all subsequent non-compliance re-inspections. (per re-inspection)	\$200
Re-inspection fees will be charged to the permit holder of a Fire Department Construction Permit for the following: <i>Re-inspections due to work not being finished, corrections not being completed, or failure to cancel an inspection.</i>	
	\$150
Reimbursement cost for stand-by fire protection services due to hazardous materials incidents or other emergencies:	
Engine or Ladder Company (per hour)	\$100
Incident Commander (per hour)	\$25
Incident supplies, fuel, overtime cost for staffing	Replacement Cost
Plans Review:	
Plans review shall be based on the following computations for construction :	
A = Total Gross Building Floor Area of Construction	
B = Fee per Square Foot (from table below)	
Total Gross Building Floor Area of Construction (square feet)	
0 - 5,000	A x B = Permit Fee
5,001 - 15,000	(A x B x 0.75) + (1,250 x B) = Permit Fee
15,001 and above	(A x B x 0.50) + (5,000 x B) = Permit Fee
Building:	
Residential	\$0.05
Storage	\$0.035
Assembly	\$0.06
Institutional	\$0.06
Business	\$0.06
Mercantile	\$0.05
Hazardous	\$0.05
Factory/Industrial	\$0.04
Educational	\$0.065

## **PUBLIC SERVICES**

### ***Street Division***

Installation and Removal of curbing, driveways, storm drains, and sidewalks Actual Cost plus 10%

### ***Solid Waste***

Bulky Item Collection Fees:

Furniture (per Item)	\$5
White Goods (per Item)	\$25
Scrap Metal (per Pick-up Load)	\$20

	Fee
Mattress	\$20
Box Springs	\$10
Miscellaneous Items (per Pick-up Load)	\$25
Items Requiring Use of Backhoe	\$50
Bulk Brush Removal Minimum Charge (applies to loads over a truck load)	\$50
Charges for specific cases will be calculated by Public Works Director or designee based on site visit.	
<b>All fees must be paid in advance of service.</b>	
<b><i>Fleet Management</i></b>	
Repair of Rowan Transit System Fleet and Trolley Fleet	\$65.41/hour
Repair of Hazardous Material Van:	
Labor	\$65.41/hour
Repair Parts	Actual Cost + 20%
Repair Sublet	Actual Cost + 15%
<b><i>Cemetery</i></b>	
Burial-adult	\$900
Burial-infant	\$450
Disinterment - Adult	\$1,800
Disinterment - Infant	\$900
Interments - two--one grave-adult	\$950
Interments - two--one grave-infant	\$500
Interment - Crematory remains	\$450
Interment - Crematory remains placed inside of marker or scattered	\$25
Interment - Mausoleum (City employee direct involvement)	\$300
Interment - Mausoleum (no involvement)	\$25
Funeral processions entering cemetery after 3:00 P.M. weekdays	\$200
Funeral processions entering cemetery on weekends	\$300
Funeral processions entering cemetery on holidays	\$450
Monument installation permit	\$25
Deed Change	\$25
Cemetery Lot Fee Schedule:	
Adult, City resident	\$800
Adult, non-City resident	\$1,000
Infant, City resident	\$400
Infant, non-City resident	\$600
Columbaria fees:	
Niche, City resident	\$1,350
Niche, non-City resident	\$1,550
Weekday Inurnment fee	\$150
Weekend Inurnment fee	\$300
<b><i>Grounds Maintenance</i></b>	
Cooperative tree planting on public right-of-way	Actual cost of tree + 10%

## TRANSIT

	Fee
Individual Fares:	
Regular- All Locations (no transfer fee)	\$1.00
Reduced (Disabled, Senior Citizens, Medicare and College Students)	\$0.50
Transfers & Children under 5	FREE
40 Ride pass:	
Regular	\$35
Reduced (Disabled, Senior Citizens, Medicare and College Students)	\$17
ADA Paratransit System (all fares)	\$2
ADA 40 Ride Pass	\$70

## PARKS & RECREATION

City Park *	
Room A or B	\$40 per hour + \$75 deposit
Multi-purpose room	\$75 per hour + \$75 deposit
Any room with kitchen	\$10/ hr. Additional
Hall Gym	
Meeting Room	\$50 per hour + \$75 deposit
Gym	\$70 per hour + \$100 deposit
Civic Center	
Weekend and Full Day Rental:	
Multi-purpose room & kitchen - for first eight hours each day	\$500 + \$100 deposit/ \$300 if serving alcohol
Multi-purpose room, small room & kitchen - for first eight hours each day	\$575 + \$100 deposit/ \$300 if serving alcohol
Small meeting room only (per hour)	\$75 per hour + \$50 deposit
Monday - Thursday Rentals:	
Multi-purpose room & kitchen - four hour rental between 8 a.m. and 8 p.m.	\$250 + \$100 deposit/ \$300 if serving alcohol
Rental of any rooms after 8 p.m.	\$75 per hour
Fred M. Evans Pool @ Lincoln Park (two hour minimum)	
Two lifeguards	\$50 per hour + \$50 deposit
Four lifeguards	\$75 per hour + \$50 deposit
Miller Center *	
Computer Lab	\$30 per hour + \$75 deposit
Multi-purpose room	\$75 per hour + \$75 deposit
Meeting room	\$40 per hour + \$75 deposit
Any room with kitchen	\$10/ hr. Additional
Note: *Three (3) hour minimum for rentals during non-operational hours	
Shelters & Gazebo Rentals:	
Cannon Park Gazebo Rental (Electricity Included)	\$150 security deposit;
(only available for groups 40 or less)	\$50 (Refundable)
Peace Haven Gazebo at City Park	\$150 security deposit; \$50 (Refundable)

	Fee
Hurley Park Gazebo rental	\$150 security deposit; \$50 refundable
Robertson Eastern Gateway	\$150 security deposit; \$50 refundable
Bell Tower/ Temple Gazebo	\$150 security deposit; \$50
Advertising Fees	
Salisbury Community Park	\$600 initial fee; \$300 annual renewal
Salisbury Greenway	\$1000 - \$5000
Athletic Fields	
Flat rate rentals will generally apply; the Director has authority to negotiate rates for major (regional/national) co-sponsored events.	
Youth & Adult Softball/Baseball	
Fee	\$20/ hr
Additional per hour charge for lights	\$25
Field Prep Fee	\$60
Tournament Fees for Kelsey and Sports Complex (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.) per field	\$150
1 day / 2 fields	\$300
2 day / 2 fields	\$600
Non-refundable deposit of 50% of day rate or \$150	
Rate includes field preparation and lighting	
Tournament Fees for Salisbury Community Park (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.) per field	\$200
1 day / all fields	\$1,000
2 day / all fields	\$2,000
Non-refundable deposit of 50% of day rate or \$200	
Rate includes field preparation and lighting	
Additional preparation fee per field	\$60
Inclement weather prep	
Field Conditioner (per bag)	\$15
Staff time (per hour per staff fee)	\$40
Soccer	
Flat Fee	\$25/hr
Field Prep Fee	\$60
Tournament Fees (prep \$45)	
1/2 day tournament/1 field (8 a.m. - 1 p.m.) 5 hrs.	\$125
1 day tournament/1 field	\$250
Rate Includes: 1 field & 1 field prep	
Football	
Flat Fee	\$25/hr
Tournament Fees (prep \$45)	
Cross Country Prep Fee	\$150
Tennis	
Key card access	\$5
Court Reservation (Two Courts - Max of Four)	\$25



	<u>Fee</u>
Special Event Permits	
1 Day	\$50
Special Event Permits	
Gate Permit	\$50/day
Concession Permit	\$50/day
Vending Permit	\$50/day

***Park Avenue Community Center \****

Multi-purpose room & kitchen (Kitchen is light use only-not Commerical)	
Non-profit organizations	\$40 per hour + \$50 deposit
4 hours or less Rental	\$70 per hour + \$50 deposit
4 hours + All Day Rental	\$300 + \$50 deposit

Note: \*Two (2) hour minimum for rentals

***West End Community Center***

Conference Room	\$50/hr
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**UTILITY ENGINEERING**

Engineering, Consulting, and Technical Services	
Project Manager - Professional Engineer	\$100/hr
Civil Engineer	\$75/hr
Engineering Technician	\$50/hr
Construction Inspector	\$50/hr
Survey Field Crew (2 person)	\$75/hr
Clerical	\$25/hr
Set of Bid Documents, each	\$50
Utility Location Maps	
Paper Document	\$15
Digital Format	
CD Disk, each	\$20
DVD Disk, each	\$20
Engineering Plan Review Fee (Water Only)	\$200
Engineering Plan Review Fee (Sewer Only)	\$200
Field Inspection of Water Lines	\$1 per ft
Field Inspection of Sewer Lines	\$1 per ft
Xerox/blue prints:	
On paper up to 4 ft in length	\$5
On mylar up to 4 ft in length	\$20

**BUSINESS AND FINANCIAL SERVICES**

Accounts Receivable - Not billed on Utility bill (30 days past-due)	1.5% per month
Accounts Receivable - Billed on Utility Bill (24 days after billing)	1.5% per month
Copier or Multifunction Machine Fee	\$0.10 per copy/scanned page; Minimum of \$1/ \$1 extra for mailing
Copy of reports/files	Actual cost of supplies and mailing

**TELECOMMUNICATIONS**

	Fee
Dispatch service:	
Cost per unit	\$10
Surcharge per radio for companies with less than 25 radios	\$4
One-time hook-up (per radio)	\$25
Pager System Usage Fee:	
Numeric or Alphanumeric	\$15
One time hookup charge	\$10
If agency uses a PC to page with	\$7
Radio Programming:	
Programming charge	\$35
ID Change Only	\$20
Partial Map Build	\$150
Fleet Map Build	\$250
Radio Diagnostic	\$90
Repair (Hourly rate)	\$120
Hourly Travel Rate outside City Limits (from Customer Service Center)	\$60
Equipment Installation:	
Cost per hour	\$65.41
Parts	Actual Cost + 20%

**SCHEDULE A  
CASH DEPOSITS**

Charges in Schedule A shall be as authorized by Chapter 25, Article II, Section 25-32, of the City Code.

- (a) Domestic consumer of water, dischargers of sewage, fibrant, residential owner-occupants including single family townhouses and condominiums shall be exempted, unless (e) below applies \$150
- (b) Waste Collection and/or Stormwater Residential without water service \$75
- (c) Commercial, industrial, and institutional recipient \$150  
Local, state, and federal governments or agencies thereof shall be exempted.
- (d) Consumers with more than one account at the same location shall be required to make only one deposit if the customer has a good pay history. Commercial or industrial customers who operate multiple businesses under one corporate management shall be required to pay a deposit for each business or industry.
- (e) Any consumer or recipient of water, discharges of sewage, fibrant, waste collection and/or stormwater, that has previously been disconnected for non-payment or has any outstanding balance for previous services with the city will be required to pay a deposit. \$150
- (f) Deposits shall be returned at termination of service less any unpaid rates and charges.

**SCHEDULE B**  
**METER INSTALLATION AND SEWER CONNECTION CHARGES**

Charges in Schedule B shall be as authorized in Chapter 25, Article II, Section 25-33, of the City Code.

- (a) Three-fourths-inch residential water tap:
  - ¾" Water tap - SRU installed \$2,275
  - ¾" Water tap - Developer installed \$350
  - ¾" Water tap - Crescent \$1,150
- (b) One-inch residential water tap \$2,675
- (c) Irrigation taps are one-half the cost of regular taps and not subject to any discounts.
- (d) All commercial water services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential water connections larger than 1", both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. Master meter installations required for private water or sewer systems shall be charged on the basis of material costs at the prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code).
- (e) Four-inch sewer connections:
  - 4" Sewer tap - SRU Installed \$1,975
  - 4" Sewer tap – Developer Installed\*: \$250

\*Note: Includes the Crescent Subdivision
- (f) All commercial sewer services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential sewer services larger than four-inch, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at then prevailing or established rates. (See Chapter 22, Article I, Section 22-2 City Code).
- (g) Disconnection/Reconnection fee for non-payment during business hours \$50
- (h) Physical notification of non-payment of a utility bill or disconnection notice (hanging tag) \$50
- (i) Turn on or off during business hours; shall be applied to utility bill if not prepaid \$50  
Turn on or off after hours; shall be applied to utility bill if not prepaid \$100
- (j) Unauthorized use of fire protection system \$100
- (k) Fire protection system testing (per test) \$50
- (l) Meter reinstallation charge (per meter) \$35
- (m) Inspection fee (per connection)
  - Water or sewer connection \$45
  - Backflow \$45
  - Re-inspection of either water, sewer, or backflow \$20
- (n) Should a property owner request an existing service connection be replaced with a larger one, the charges scheduled above will apply in full.
- (o) Payment of lump sum charges or charges based on estimated costs, as above, is a prerequisite to issuance of a building permit pursuant to Section 7-65 of the City code. Overpayments made as a result of overestimating costs will be reimbursed, and the City will invoice underpayments to the developer.
- (p) The City's charge for a returned check or debit, as authorized in Section 25-34, shall be the maximum allowed by State law. This amount shall be applied to current utility bill, along with amount of the unpaid check. There will be no convenience fees charged on any credit/debit card payments.  
Water Service renewal fee shall be charged on the basic labor, material, and overhead costs, not to exceed the fee of a residential ¾" Water tap – SRU installed.
- (q) Sewer Lateral Transfer (transfers from private to public): \$1,945  
Sewer lateral transfer covers the expense of materials, equipment and labor to renew the existing tap from the edge of the property right-of-way to the public sewer system. The fee is one-time only and once the work is performed, the ownership and responsibility to maintain the lateral downstream of the cleanout belongs to the City. Payment, in full, must be received prior to commencing work.

- (r) Private Sewer Lateral Repair (in ROW, lateral remains private): Time & Materials  
Private Sewer Lateral Repair covers the expense of materials, not to exceed  
equipment and labor to excavate and install a cleanout at the right-of-way \$1,975  
of the private sewer lateral. Once installed, the City can inspect the portion  
of the sewer lateral and advise the property owner of the condition. The property  
owner can elect to transfer the lateral to the City with no refund of remaining  
balance, or elect to receive a refund of the fee less time and materials. Payment,  
in full, must be received prior to commencing work; refund based on completion  
of work and submittal of summary cost sheets. Refund may take up to two weeks  
to process.
- (s) Recycling fee \$4.53/Month
- (t) Landfill fee
- (1) Residential (per container) \$4.84/Month
- (2) Commercial (per container) \$8.62/Month
- (u) Waste collection fee
- (1) Residential (per container) \$8.75/Month
- (2) Commercial (per container) \$11/Month
- (3) Removal of containers for nonpayment \$25
- (v) Stormwater fee
- (1) Residential \$4/Month
- (2) Commercial/Industrial per ERU with a minimum of one ERU  
(Capped at \$2,500/month) \$4/Month
- (w) Unauthorized reconnection fee (tampering charge for disconnecting a meter that has been \$100  
illegally reconnected after meter has been disconnected due to non-payment or illegally  
connecting a meter in vacant status.)
- (x) Locking Devices Cut or Damaged \$20
- (y) Metering infrastructure (meters, meter boxes, yokes, endpoints, etc.) damaged through intentional or  
deliberate action shall be charged on the basis of labor, material, equipment, and overhead costs at then  
prevailing or established rates. Accidental damage shall be charged at actual replacement costs of the  
equipment.

### **SCHEDULE C WATER SERVICE CHARGES**

Charges in Schedule C shall be authorized by Chapter 25, Article II, Section 25-35, of the City Code.

#### **Monthly Water Rates:**

Minimum charge per meter size	3/4" =	\$4.15
	1" =	\$6.15
	1-1/2" =	\$9.47
	2" =	\$13.46
	3" =	\$26.10
	4" =	\$44.72
	6" =	\$95.92
	8" =	\$162.42
	10" =	\$255.52
	12" =	\$335.32
	16" =	\$667.82

#### **Volume charge per 100 cubic feet:**

Raw water	\$0.78
Finished, potable water	\$3.99
Southern Power	\$2.01

**SCHEDULE D**

**WATER SERVICE CHARGES FOR BULK RATE**

Charges in Schedule D shall be as authorized by Chapter 26, Article II, Section 26-23 of the City Code.

- (a) Nongovernmental customers may receive water in bulk lots. Such purchases, which shall be made at the 500 North Church Street, shall be conditioned upon an advance payment of one hundred and fifteen dollars (\$115.00) per twenty-five thousand (25,000) gallon increment and shall be limited to a maximum of one-hundred thousand (100,000) gallons during any thirty (30) day period.
- (b) Subject to the provisions of Sections 26-7 and 26-8, nongovernmental customers may purchase water directly from fire hydrants or other water outlets. Meters, however, will be placed on hydrants to allow accurate measurement for billing purposes. Arrangements shall be made with the utilities at least one week in advance to ensure availability and scheduling of equipment and manpower, all subject to applicable provisions of Schedules C and D, and an advance payment of one hundred and fifteen dollars (\$115.00).

**SCHEDULE E**

**SEWER SERVICE CHARGES**

Charges in Schedule E shall be as authorized by Chapter 25, Article II, Section 25-37, of the City Code.

Monthly Sewer Rates:

(1) Minimum charge per meter size	3/4" =	\$4.54
	1" =	\$6.82
	1-1/2" =	\$10.62
	2" =	\$15.18
	3" =	\$29.62
	4" =	\$50.90
	6" =	\$109.42
	8" =	\$185.42
	10" =	\$291.82
	12" =	\$383.02
	16" =	\$763.02
Volume charge per 100 cubic feet		\$5.31
(2) Flat rate sewer charge		\$48.61

**SCHEDULE F**

**SEWER SURCHARGE**

Surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates for discharges into either the Town Creek or Grant Creek Wastewater Plants:.

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of one-hundred fifty-four dollars and twenty cents (\$154.20) per one thousand pounds.
- (b) For Total Suspended Solids (TSS) in excess of three hundred (300.0) mg/l, the surcharge shall be at the rate of two-hundred seventy-two dollars and twenty-six cents (\$272.26) per one thousand pounds.
- (c) For Total Kjeldahl Nitrogen (TKN) in excess of forty (40.0) mg/l, the surcharge shall be at the rate of one-thousand eight hundred nineteen dollars and forty-eight cents (\$1,819.48) per one thousand pounds.

Contract haulers of wastewater discharging at City treatment facilities will be assessed a charge of seventy-five dollars (\$75.00) for up to two-thousand gallon load discharged, as defined in Chapter 25, Article II, Section 25-38.

Pretreatment Permit Fees shall be assessed at \$250 for each permit.

Pretreatment Permit Modifications shall be assessed at \$50 per industry request.

**SCHEDULE G**  
**ANALYTICAL TESTING**

Charges in Schedule G shall be as authorized by Chapter 25, Article II, Section 25-38, of the City Code.

<u>Test</u>	<u>Fee</u>
Coliform, P/A-Water	\$30
Nitrate (water)	\$30

Parameters not listed please contact Environmental Services for quote

Section 9. That this ordinance shall be effective upon its passage.



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# Glossary

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**ADA**

The commonly used abbreviation for the Americans with Disabilities Act.

**ACCRUAL ACCOUNTING**

A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred instead of when cash is actually received or disbursed. For example, in accrual accounting, revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30, rather than on July 12.

**ACH**

Abbreviation for Automated Clearing House Network which is an electronic funds-transfer system.

**ADOPTED BUDGET**

Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the City Council.

**ALS**

Abbreviation for Advanced Life Support.

**AMI**

Abbreviation for Automated Meter Reading/Infrastructure. Refers to the reading of meters using a system of communication to communicate between the meter and the unit performing the “read”.

**APPROPRIATION (BUDGETING)**

An authorization granted by the City Council to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

**ARRA**

Abbreviation for American Recovery and Reinvestment Act.

**ASE**

Abbreviation for Automotive Service Excellence.

**ASSESSED VALUATION**

A value established for real property for use as a basis for levying property taxes.

**BALANCED BUDGET**

Occurs when planned expenditures equal anticipated revenues. In North Carolina, it is a requirement that the budget submitted to the City Council be balanced.

**B/G**

Abbreviation for Buildings and Grounds.

**BMP**

Abbreviation for Best Management Practices.

**BOND FUNDS**

Resources derived from issuance of bonds for specific purposes and related Federal project grants used to finance capital expenditures.



**BOND REFERENDUM**

An election in which registered voters vote on whether the City will be allowed to issue debt in the form of interest-bearing bonds.

**BUDGET**

A comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures with various municipal services.

**BUDGET BASIS**

The accrual, cash or other basis of accounting adopted in the budget that has been approved by the City Council.

**BUDGET CALENDAR**

The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

**BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN)**

The official written statement prepared by the City staff reflecting the decisions made by the City Council in their deliberations.

**BUDGET MESSAGE**

A general discussion of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget changes from previous fiscal years, City Council goals, and the views and recommendations of the City Manager.

**BUDGET ORDINANCE**

The schedule of revenues and expenditures for the upcoming fiscal year by fund which is adopted by the City Council each year.

**CAC**

Abbreviation for Community Appearance Commission.

**CAPITAL ASSETS**

Assets with an initial, individual cost of more than a certain amount and an estimated useful life in excess of two years. Minimum capitalization costs are as follows: buildings, \$10,000; furniture and equipment, \$5,000; infrastructure, \$100,000; and improvements other than buildings or infrastructure, \$5,000. All land is recorded as a capital asset without regard to any significant value.

**CAPITAL EXPENDITURES**

Monies spent on acquiring, constructing, or maintaining capital assets, such as land, infrastructure, buildings, vehicles, and equipment.

**CAPITAL IMPROVEMENTS**

Major construction, repair of, or addition to buildings, parks, streets, bridges and other City facilities. Capital Improvements projects cost \$10,000 or more and have a useful life of more than three years.

**CAPITAL IMPROVEMENTS BUDGET**

The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.

**CAPITAL IMPROVEMENTS PROGRAM (CIP)**

The annually updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five-year period.

**CAPITAL OUTLAY**

A classification consisting of Capital Equipment and Capital Improvement.

**CAPITAL RESERVE FUND**

A special fund (also known as Equipment Replacement Fund) used as a clearing house for monies being transferred from General Fund, Water and Sewer Fund, Fibrant Communications Fund, and Stormwater Fund operations. Amounts based on the type, estimated life, and replacement costs of each piece of equipment are transferred from every department/division. From this fund, the City purchases equipment based on a replacement schedule and recommendations from Fleet Management, Information Technologies, Telecommunications, and Purchasing Divisions.

**CCF**

Abbreviation for 100 Cubic Feet of water.

**CD**

Abbreviation for Construction Documents or Certificates of Deposit.

**CDBG**

Abbreviation for Community Development Block Grant. A program that provides communities with resources to address a wide range of unique community development needs.

**CHEERWINE**

A cherry-flavored soft drink by Carolina Beverage Corporation of Salisbury, NC that has been produced since 1917.

**CMAQ**

Acronym for Congestion Mitigation and Air Quality. Improvement program designed to assist nonattainment and maintenance areas in attaining the national ambient air quality standards by funding transportation projects and programs that will improve air quality.

**CMW**

Abbreviation for Certificate of Minor Works.

**COA**

Abbreviation for Certificate of Appropriateness.

**COD**

Abbreviation for Chemical Oxygen Demand.

**COLUMBARIUM**

A room or building with niches for funeral urns to be stored.

**CONTINGENCY**

Funds appropriated by the City Council to cover unexpected costs.

**COST CENTER**

The smallest unit of activity or area of responsibility for which costs are accumulated.

**CTP GRANT**

Abbreviation for Community Transportation Program Grant. A funding source for the City's Mass Transit System.

**DEBT SERVICE**

The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**DEPARTMENT**

A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may have more than one fund.

**DEPRECIATION**

The reduction in value of a capital asset over its estimated useful life. The City uses the straight-line method of depreciation over the useful life as determined by the asset class.

**DSI**

Abbreviation for Downtown Salisbury Incorporated. A component unit that promotes, enhances and manages the development of the central business district for the City.

**EDC**

Abbreviation for Economic Development Commission.

**EMS**

Abbreviation for Emergency Medical Services.

**ENCUMBRANCE ACCOUNTING**

The system under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

**ENTERPRISE FUND**

A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees or charges.

**EPA**

Abbreviation for Environmental Protection Agency. US agency that is charged with protecting human health and the environment.

**ERU**

Abbreviation for Equivalent Residential Unit.

**FERC**

Abbreviation for Federal Energy Regulatory Commission. Independent agency that regulates and oversees energy industries in the economic, environmental and safety interests of the American public.

**FIBRANT**

The enterprise fund implemented in FY2009 that provided high speed broadband services to the citizens of Salisbury.

**FISCAL YEAR (FY)**

The time period beginning on July 1 of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

**FIXED ASSETS**

Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture, and other equipment. For financial purposes, a fixed asset has a purchase value of \$5,000 or greater.

**FOG**

Acronym for Fats, Oils and Grease. Program that addresses the issue of blockages causing Sanitary Sewer Overflows (SSO).

**FRA**

Abbreviation for Federal Railroad Administration.

**FSE**

Abbreviation for Food Service Establishment.

**FTE**

Abbreviation for Full-Time Equivalent. The number of total hours worked divided by the maximum number Of compensable hours in a work year as defined by law.

**FTTH**

Abbreviation for Fiber to the Home. The delivery of a communications signal over optical fiber from the operator's switching equipment to a home or business.

**FUNCTION**

A group of related programs crossing organization (departmental) boundaries and aimed at accomplishing a broad goal or major service.

**FUND**

A fund is a fiscal and accounting entity with a self-balancing set of accounts.

**FUND BALANCE**

Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

**GAAP**

Acronym for Generally Accepted Accounting Principles which are the conventions, rules, and procedures necessary to describe accepted practice at a particular time.

**GALVANIZED**

Coated with a protective layer of zinc.

**GASB**

Acronym for Governmental Accounting Standards Board which is the source of generally accepted accounting principles used by state and local governments in the United States.

**GCWWTP**

Abbreviation for Grant Creek Wastewater Treatment Plant.

**GDP**

Abbreviation for Group Development Plans.

**GENERAL FUND**

The general operating fund of the city used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL OBLIGATION (G.O.) BONDS**

Debt issued by the City, repayment of which is backed by full taxing power.

**GIS**

Abbreviation for Geographic Information System. Links the City to a city-wide database, including hardware, software, and added personnel. This system is utilized as an operational, day-to-day essential tool by City departments.

**GFOA**

Abbreviation for Government Finance Officers Association.

**GOAL**

A statement of broad direction, purpose or intent based on the needs of the community.

**GOVERNMENTAL FUNDS**

Those funds through which governmental functions are typically financed. The City has two governmental funds: General Fund and Special Revenue Fund.

**GPON**

Abbreviation for Gigabit Passive Optical Network.

**GREAT**

Acronym for Gang Resistance Education and Training. A police-led series of classroom lessons that teaches children how to resist peer pressure and live productive, drug and violence-free lives.

**G.S.**

Abbreviation for General Statute.

**HOME**

Acronym for Home Investment Partnership. A program that provides communities with resources to address a wide range of unique community development needs.

**HPO**

Abbreviation for High Performance Organization. A government working model.

**HRC**

Abbreviation for Human Relations Council.

**HUD**

Acronym for Department of Housing and Urban Development.

**HVAC**

Acronym for Heating, Ventilation, and Air Conditioning.

**I&I**

Abbreviation for Inflow and Infiltration.

**INCH MILE**

The length of pipeline in miles, multiplied by the diameter of the pipe in inches.

**INVESTMENT REVENUE**

Revenue earned on investments with a third party. The City uses a pooled cash system. Cash is pooled from all funds and invested in total. The interest earned is then allocated back to the individual funds by the average cash balance in that fund.

**INTERFUND TRANSFERS**

Amounts transferred from one fund to another.

**ISO**

Abbreviation for Insurance Services Office. An agency which rates fire protection and suppression abilities/capabilities of fire departments.

**IVR**

Abbreviation for Interactive Voice Response which is an automated telephone system technology that interacts with callers.

**JAG**

Abbreviation for the Justice Assistance Grant Program.

**LCP**

Abbreviation for Local Convergence Point.

**LEASE PURCHASE**

Method of financing used for acquisitions or improvements. Title to the property transfers to the City at the expiration of the lease terms.

**LLC**

Abbreviation for Limited Liability Company.

**MGD**

Abbreviation for Millions of Gallons per Day.

**MODIFIED ACCRUAL**

The basis of accounting for the City. Under this system, expenditures are recognized when encumbered, and revenues are recognized when they are collected.

**MPO**

Metropolitan Planning Organization is the officially designated body responsible for administering the transportation planning process required under Federal Law.

**MS4**

Abbreviation for Municipal Separate Storm Sewer System. System of conveyances designed or used to collect stormwater (e.g. storm drains, pipes, ditches).

**MSD**

Abbreviation for Municipal Service District which is a financing mechanism used to provide revenue for a variety of services that enhance existing city services.

**MUTCD**

Abbreviation for Manual on Uniform Traffic Control Devices.

**NCBCC**

Abbreviation for North Carolina Building Codes Council. A board appointed by the Governor that adopts and amends the NC State Building Codes as authorized by G.S. 143-138.

**NCDENR**

Abbreviation for North Carolina Department of Environment and Natural Resources.

**NCDEQ**

Abbreviation for North Carolina Department of Environmental Quality.

**NCDOT**

Abbreviation for North Carolina Department of Transportation.

**NCDOLE**

Abbreviation for North Carolina Department of Labor.

**NCLM**

Abbreviation for NC League of Municipalities. A nonpartisan association of municipalities in North Carolina that strives to enhance the quality of life in municipalities through excellent municipal governance.

**NET ASSETS**

The difference between the City's total assets and total liabilities. Measuring net assets is one way to gauge the City's financial condition.

**NIOSH**

Acronym for National Institute for Occupational Safety and Health.

**NOC**

Acronym for Network Operations Center. A division of the Fibrant Communications Fund.

**NOV**

Abbreviation for Notice of Violation.

**NOW**

Acronym for Negotiable Order of Withdrawal account.

**NPDES**

Abbreviation for National Pollutant Discharge Elimination System. Permit program authorized by the Clean Water Act that controls water pollution by regulating point sources that discharge pollutants into waters of the US.

**NTU**

Abbreviation for Nephelometric Turbidity Unit. A measure of the cloudiness of a liquid.

**OBJECTIVE**

A statement of specific direction, purpose or intent to be accomplished by staff within a program.

**OPERATING BUDGET**

The City's financial plan which outlines proposed expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.

**OPERATING FUNDS**

Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

**OSHA**

Acronym for Occupational Safety and Health Administration. An agency of the US Department of Labor to prevent work-related injuries, illnesses and deaths by issuing and enforcing standards for workplace safety and health.

**PARTF**

Acronym for Parks and Recreation Trust Fund. A grant to local governments for parks and recreation projects to serve the public.

**PERFORMANCE MEASURES**

Descriptions of a program's effectiveness or efficiency.

**PFT**

Abbreviation for Permanent Full-time. Full-time employee with benefits.

**PIT**

Acronym for Police Interdiction Team. Special Operations Division of the Police Department.

**POWELL BILL FUND**

Funding from the state, as a direct appropriation, which is restricted for use on maintenance of local streets and roads, primarily used for streets resurfacing.

**PPT**

Abbreviation for Permanent Part-time. Part-time employee working <1000 hours annually with benefits.

**PRODUCTIVITY**

A measure of the increase of service output of City programs compared to the per unit of resource input invested.



**PROGRAM**

An organized set of related work activities, which are directed toward accomplishing a common goal. Each City department is usually responsible for a number of related service programs.

**PROPERTY TAX RATE**

The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities.

**PROPERTY TAXES (AD VALOREM TAXES)**

Taxes paid by those owning property in the City. These taxes are based on assessed value.

**PT**

Abbreviation for Part-Time Employee.

**RESERVE**

A portion of fund balance earmarked to indicate 1) that it is not available for expenditure, or 2) is legally segregated for a specific future use.

**RESOURCES**

Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

**RESOLUTION**

A formal expression of the opinion or will of the City Council adopted by a vote.

**REVENUE**

Income received from various sources used to finance government services; for example, sales tax revenue.

**REVENUE BONDS**

Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the issuer.

**ROW**

Acronym for Right of Way.

**SAFER GRANT**

Acronym for Staffing for Adequate Fire and Emergency Response Grant.

**SCADA**

Acronym for Supervisory Control and Data Acquisition.

**SERVICE LEVEL**

Measurement of services provided by the City to the public.

**SIU**

Abbreviation for Significant Industrial User.

**SNAG**

Acronym for Salisbury Neighborhood Action Group.

## **SPECIAL REVENUE FUND**

This fund accounts for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City maintains one Special Revenue Fund – Community Development Fund.

## **SRU**

Abbreviation for Salisbury Rowan Utilities.

## **SUPER NOW**

A Super NOW account is a demand deposit account that offers a higher interest rate than a NOW (negotiable order of withdrawal) account.

## **SVCS**

Abbreviation for services

## **SWAY**

Acronym for the Salisbury Way which defines our culture of excellent service always.

## **TAP**

Acronym for Transportation Alternative Program. TAP is a reimbursable federal aid funding program for transportation-related community projects that strengthen the intermodal transportation system.

## **TCWWTP**

Abbreviation for Town Creek Wastewater Treatment Plant.

## **TDA**

Abbreviation for Tourism Development Authority.

## **TFT**

Abbreviation for Temporary Full-time. Temporary employee working 40 hours per week seasonally with no benefits. Generally summer employees.

## **TKN**

Abbreviation for Total Kjeldahl Nitrogen.

## **TMDL**

Abbreviation for Total Maximum Daily Loads. TMDL is a calculation of the maximum amount of a pollutant that a waterbody can receive and still meet water quality standards.

## **TPT**

Abbreviation for Temporary Part-time. Part-time employee working less than 1,000 hours annually with no benefits.

## **TSS**

Abbreviation for Total Suspended Solids.

## **USDOJ**

Abbreviation for United States Department of Justice.

## **UTILITY FRANCHISE TAX**

A tax on public service businesses, including businesses that engage in transportation, communications, and the supply of energy.

**VENTURIS**

A short tube with a constricted throat used to determine fluid pressures and velocities by measurement of differential pressures generated at the throat as a fluid traverses the tube.

**VHF**

Abbreviation for Very High Frequency which is the designation for the range of radio frequency electromagnetic waves (radio waves) from 30 to 300 megahertz.

**WBTW**

A CBS-affiliated television station licensed to Charlotte, NC.

**WWTP**

Abbreviation for Wastewater Treatment Plant.



# 2020-2021 Budget

THE CITY OF  
**Salisbury**  
— North Carolina —

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*Adopted Budget*  
*Fiscal Year Ending June 30, 2021*

# **CITY OF SALISBURY NORTH CAROLINA**

## **2020-2021 BUDGET** For the Year Ending June 30, 2021



### **MAYOR AND CITY COUNCIL**

**Karen Kirks Alexander - Mayor**

**Al Heggins - Mayor Pro-tem**

**David B. Post**

**Tamara Sheffield**

**William B. Miller**

### **CITY OFFICIALS**

**W. Lane Bailey**  
City Manager

**Zack Kyle**  
Assistant City Manager

**Budget Prepared By**  
**Shannon Moore – Finance Director**  
**S. Wade Furches – Finance Manager**  
**Anna R. Bumgarner – Senior Management Analyst**  
**Kaley Sink – Management Analyst**  
**Evans Ballard – Budget & Benchmarking Analyst**  
**Gayla Long – Purchasing Coordinator**  
**Mark D. Drye – Senior Management Analyst**  
**City Management Team**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Salisbury  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2019**

*Christopher P. Morill*

Executive Director

*This award has been received since the Budget Year beginning July 1, 1992 (Fiscal Year 1992-1993)*

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Salisbury, North Carolina for its annual budget for the fiscal year beginning July 1, 2019 (Fiscal Year 2019-2020).

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

**THE CITY OF SALISBURY'S  
FY 2020-21 BUDGET  
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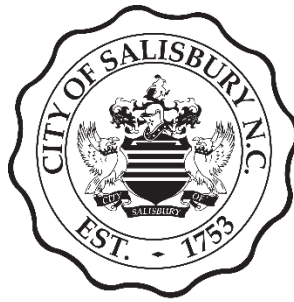


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**May 19, 2020**

**BUDGET MESSAGE FISCAL YEAR 2020-21  
July 1, 2020 – June 30, 2021**

Mayor Alexander and City Council:

I am pleased to present you with my recommended budget for FY20-21. This has proven to be one of the most challenging budgets to prepare and with the impact of COVID-19, the challenge was certainly exacerbated. We will not see the financial impacts from the COVID-19 pandemic for several months, but we know revenue will be impacted. We have tried to be conservative with our estimates in preparing the proposed budget. We were already facing challenges with expenditures outpacing revenues and projections, but we could not have anticipated a global pandemic.

In order to balance the budget, deep cuts have been made to departmental budgets and approximately \$1.25 million in one-time capital projects has been deferred this year. The construction of Fire Station 3 which was scheduled to start next fiscal year has also been delayed. We have also deferred some vehicle replacements but will need to consider issuing debt for the purchase of fire trucks and other capital in the coming year. The General Fund contributions to the Transit Fund and Broadband Fund continue to be a challenge. \$3,000,000 is budgeted to be transferred from the General Fund to the Broadband Fund with the hope that as the economy rebounds from COVID-19, revenues will increase and the transfer can be reduced. We have also capped the transfer from the General Fund to the Transit Fund at \$600,000. Receipt of CARES Grant funds will provide relief but a change to routes is necessary to make the Transit fund sustainable.

One bright spot during these bleak times is the construction of Bell Tower Green. Funds have been included in the proposed budget for the City to staff the park when completed. This has been an incredible grassroots project and would not have been possible without generous donations from private citizens and groups. I am confident Bell Tower Green will be a source of pride and a place to bring the community together for years to come.

Understanding the economic challenges of our community, I am recommending we maintain the current tax rate of \$0.7196 for FY20-21. We have done the best we can to prevent cuts to service, but the reality is some areas have been cut more than others in order to balance the budget. **ATTACHMENT A** shows the value of one cent on our tax rate in comparison to neighboring communities.

I am also recommending that our Capital Improvement Plan (CIP) be discontinued until a later date. With the uncertainties we face there is no way to move forward with the existing plan, and I believe our priorities will change once we come through the pandemic and begin a new normal. One major capital project that will have to be addressed after next fiscal year is the construction of a second platform at the Depot. We have committed to the project and will continue to review funding options to meet our commitment.

## **GENERAL FUND EXPENDITURES**

We are certain revenues will be much lower as we move into the new fiscal year. Plans are being developed to address a worst case scenario if the revenues should be even lower than anticipated. The plan will help us determine how we move forward if the revenues are drastically lower and/or a second wave of the virus hits in the fall. It is my sincere hope that those plans are never needed, but we will be prepared for the worst if necessary. **ATTACHMENT B**

This year, I am not recommending a Cost of Living Adjustment (COLA) or merit increase for employees. We have outstanding employees and the lack of an increase is no reflection on their performance or value. I am proud of the work our employees have done to provide services during challenging times, and I am hopeful that if the economy rebounds from COVID-19 there will be an opportunity to recognize employees. There were existing challenges in personnel costs regarding mandated increases to the North Carolina Retirement System and those have been addressed in the proposed budget.

Because of sound financial management in previous years, our General Fund fund balance is able to absorb the revenue loss anticipated in the economic impact of COVID-19. We are currently at approximately 33%, which is well above the Local Government Commission minimum recommendation of 8%. Although Fund Balance has been appropriated in the current fiscal year budget, staff is working hard to avoid using those funds if possible. There are several large projects included in the FY20-21 budget with four of the projects having grants or offsetting revenues. The projects without offsetting revenue will be delayed until we have the funding to move forward. These large projects include:

• Brenner Ave Sidewalk & Intersection Improvements C-5603H	\$125,000
• Grants Creek Greenway EB-5619	\$250,000
• Old Concord Rd Sidewalk C-5603D	\$120,000
• Newsome Rd Bike Lanes/Sidewalk C-5160	\$1,579,394
• South Long St and Inness St Traffic Calming	\$200,000
• Neighborhood Revitalization Program	\$200,000
• Fisher Street Bridge and Ellis Street Bridge	\$215,000
• Plaza Tuckpoint and structural waterproofing of north wall	\$125,000
• Plaza Roof Replacement	\$199,192
• Hall Gym Roof Replacement	\$275,655

As we have seen in the past year, Solid Waste has become a challenge due to the instability of the markets for recyclables. Salisbury is one of the few municipalities in the region whose curbside collection program includes waste, single stream recycling, and limb and yard waste. For the

curbside collections program to continue to be self-sustaining, I recommend a fee increase of \$0.94 per month, from \$18.12 to \$19.06 for residential curbside collection sites with one waste container and one recycling container. Through cuts in the department we have been able to reduce the increase in landfill and solid waste fees so that no additional increase is passed on to the customer.

The Municipal Service District (MSD) has a separate tax rate of \$.176, and I recommend maintaining the current rate. This will assist in promoting substantial projects such as the Empire Hotel.

## **WATER/SEWER UTILITY FUND**

Salisbury-Rowan Utilities (SRU) remains committed to its mission to provide high quality water and wastewater service to our customers throughout Rowan County while providing excellent customer service to our rate payers and our community. Public health is, and always will be, our top priority. With many customers facing financial insecurities and as more precautions are taken to protect communities from COVID-19, SRU assures customers that the utility will continue provide clean drinking water to serve their everyday needs.

Major facility upgrades, as well as rehabilitation and replacement projects, are continuing via SRU's 10-Year Capital Improvement Plan (CIP), which prioritizes and forecasts future capital needs. City Council approved the revenue bond financing of two large capital projects at the Water Treatment Plant and Grants Creek Wastewater Treatment Facility; both projects will be under construction this summer. Complementing the CIP is an asset management program for our water and wastewater treatment facilities that assists in scheduling preventive maintenance, as well as identifying necessary upgrades and replacements.

SRU is continuing to implement a multi-year effort to rehabilitate aging gravity sewer lines throughout the system in an effort to reduce inflow and infiltration (I&I). I&I is storm water or groundwater that enters the sanitary sewer system through cracks, joints, manholes, broken cleanouts and/or cross-connections. High levels of I&I increase treatment costs, impact capacities both in the collection system and at the treatment plant, and have the potential to cause sanitary sewer overflows (SSOs). SRU conducts system-wide flow monitoring of the collection system in order to prioritize rehabilitation efforts. Funding for sewer rehabilitation is projected to increase each year in the CIP in an effort to further reduce I&I and prevent SSOs.

SRU has been fully utilizing Advanced Metering Infrastructure (AMI) since the implementation project was completed in 2018. With AMI, customers have the ability to monitor water usage via a free web-based customer service tool called Eye on Water.

Although we are focused on maintaining fair and equitable rates for our consumers, it is an ongoing challenge to treat our water and wastewater while still complying with state and federal regulations and delivering excellent service. As a result, I am recommending a 1.83% water and sewer increase based on the Consumer Price Index for urban consumers for the South Region (CPI-U). An average monthly residential water and sewer utility bill, for a customer using 4,000 gallons, would be \$59.43 (an increase of \$1.02 or about 3.4 cents per day). **ATTACHMENT C.**

## **STORMWATER FUND**

Stormwater fees were restructured two years ago to provide more equitable rates between residential and commercial accounts. This year I am proposing rate increase of \$.08 to offset inflation and to provide funds for stormwater projects to reduce flooding and pollution to maintain compliance with our existing NPDES permit. One of the larger stormwater projects in the proposed budget is the McCoy Road Project which is anticipated to cost \$356,469.

## **ATTACHMENT D**

## **FIBRANT FUND**

The public/private partnership Salisbury has entered into with Hotwire Communications has completed its first year. Although, there have been challenges in transitioning the utility, I had anticipated the coming year to be stable and productive. Unfortunately, Hotwire is experiencing the same economic uncertainties and challenges associated with COVID-19 that other businesses face. The impact on revenues is not yet known. The recommended budget includes \$300,000 in principal debt payment toward the inter-fund loan to the Water & Sewer Fund, plus 1% interest. Last year we received a settlement that allowed the General Fund contribution to be reduced. We had anticipated being able to reduce the amount of the transfer incrementally each year, but under current circumstance the General Fund contribution will return to \$3 million in FY20-21 in order to balance the fund.

## **TRANSIT FUND**

We have discussed the need to revise existing routes, and the proposed budget eliminates the Spencer and East Spencer routes in order to serve unserved areas within our City limits. If these communities, including Rowan County, would like to work with us as contributing partners we can explore what that partnership may entail. While the majority of funding for Transit is provided through Federal Grants and State Grants, the General Fund contribution for FY20-21 is \$600,000. The recent announcement of a CARES Grant in the amount of \$959,697 will provide temporary relief, but the route revisions are needed for the fund to be sustainable.

In closing, I want to thank the Management Team and staff for their assistance in preparing this year's budget. It has not been easy given the circumstances, but everyone understands we are in unprecedented times and has stepped up to the challenge. I would especially like to thank Finance Director Shannon Moore and Budget & Senior Management Analyst Anna Bumgarner for their hard work. Our Management Team is committed to working with you to provide innovative and creative solutions that allow us to develop a budget that meets the needs of our community and the goals of City Council.

Respectfully Submitted,



W. Lane Bailey  
City Manager

**ATTACHMENT A – GENERAL FUND**

Value of 1 cent on the tax rate based on 2019 CAFR:

Statesville	\$305,775	
<b>Salisbury</b>	<b>\$310,738</b>	<i>FY21 Budget</i>
Kannapolis	\$405,080	
Mooreville	\$648,827	
Concord	\$1,141,954	



**ATTACHMENT B**

<b>401k Reductions (non-sworn law enforcement)</b>					
		<b>1%</b>		<b>2%</b>	
General Fund		\$125,193		\$250,387	
Stormwater Fund		\$4,170		\$8,339	
Water/Sewer Fund		\$45,408		\$90,817	
Transit Fund		\$4,699		\$9,397	
*The City currently contributes 3% and if this option is chosen no contribution would be made					
<b>Furlough (1 day every other payroll cycle)</b>					
		<b>All</b>		<b>Non-Essential</b>	
		<b>Each Day</b>	<b>Annual (13 Days)</b>	<b>Each Day</b>	<b>Annual (13 Days)</b>
General Fund		\$67,404	\$876,255	\$35,082	\$456,067
Stormwater		\$1,931	\$25,103		
Water/Sewer Fund		\$18,287	\$237,734	\$15,111	\$196,439
Transit Fund		\$2,285	\$29,700	\$1,353	\$17,591

Essential employees who worked regular schedule during Governor Cooper's Shelter in Place Order and were not platooned:

General Fund	Police, Fire, Sanitation
Water/Sewer Fund	Plants, Labs
Transit	Operators

If both measures are enacted there will be an overlap of funds.

**ATTACHMENT C – SALISBURY-ROWAN UTILITIES**

	<u>Municipality</u>	<u>Service Population</u>	<u>No. of Water Connections</u>	<u>Water</u>	<u>Sewer</u>	<u>Total</u>	
1	Town of East Spencer	1,550	793	\$47.29	\$56.30	\$103.59	
2	Town of Landis (Electric City)	3,148	1,551	\$47.75	\$55.60	\$103.35	
3	City of Lincolnton - Inside Rate	12,320	5,959	\$29.99	\$46.97	\$76.96	
4	OWASA	83,300	21,000	\$35.06	\$40.61	\$75.67	
5	City of Thomasville - Inside Rate	25,872	10,607	\$29.86	\$43.86	\$73.72	
6	City of Wilson - Inside Rate	50,836	22,405	\$31.91	\$40.88	\$72.79	
7	City of High Point - Inside Rate (Electric City)	104,371	42,445	\$26.02	\$43.47	\$69.49	
8	City of Kannapolis – Inside Rate	50,868	19,814	\$34.15	\$30.60	\$64.75	
9	City of Lexington – Inside Rate (Electric City)	18,931	8,368	\$25.92	\$33.53	\$59.45	
	<b>Salisbury-Rowan Utilities (proposed)</b>	<b>52,000</b>	<b>19,614</b>	<b>\$25.75</b>	<b>\$33.68</b>	<b>\$59.43</b>	
10	Salisbury-Rowan Utilities (existing)	52,000	19,614	\$25.49	\$32.93	\$58.42	
11	Town of Mooresville - Inside Rate	42,611	16,776	\$23.67	\$34.51	\$58.18	
12	Charlotte Water	1,076,837	285,087	\$15.32	\$39.78	\$55.10	
13	City of Statesville – Inside Rate (Electric City)	25,712	12,865	\$20.95	\$33.39	\$54.34	
14	City of Concord - Inside Rate (Electric City)	107,168	42,192	\$25.48	\$25.87	\$51.35	
15	City of Lenoir - Inside Rate	21,917	9,800	\$20.53	\$20.97	\$41.50	
16	City of Albemarle – Inside Rate (Electric City)	17,874	7,944	\$18.31	\$16.43	\$34.74	
* Information obtained from UNC Environmental Finance Center (April 26, 2020)							
* Rates based on 4,000 gallons (approx. 5.347 billing units) - previous comparisons were based on 5,000 gallons							
* All communities are shown at current rates; projected rate increases are unknown							

**ATTACHMENT D – STORMWATER**

**Stormwater Increase**      Inc 2% (1.87% increase rounded to the next penny is \$4.08)

<b>Service</b>	<b>Current Rate Per ERU</b>	<b>Proposed Rate Per ERU</b>	<b>Mo Rate Increased by</b>
Residential	\$4.00	\$4.08	\$0.08
Commercial (capped @ 625 ERU)	\$4.00	\$4.08	\$0.08

### General Fund - Property Tax & Sales Tax FY21 Budget

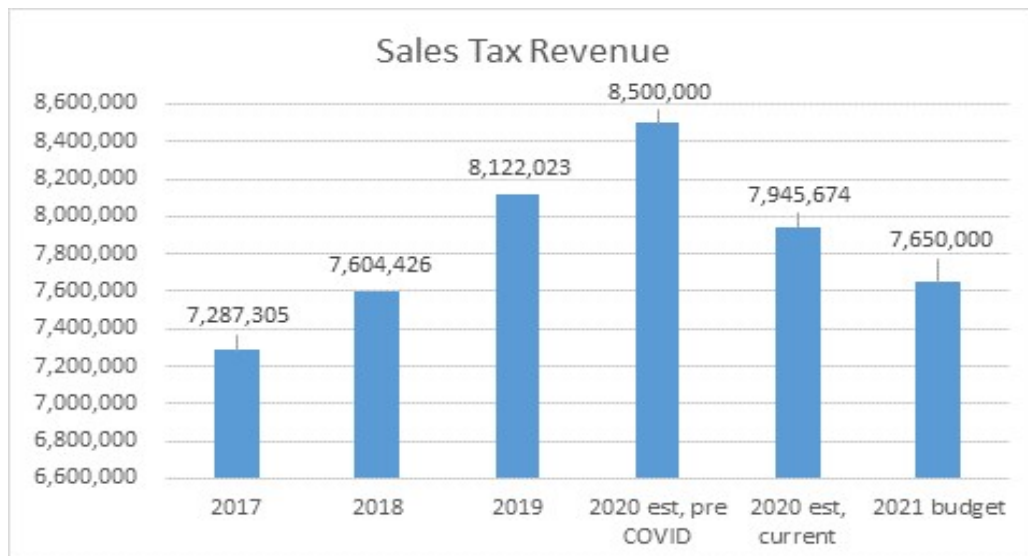
#### Property Taxes Budgeted in FY21:

- Projected Tax Base came from the County
- Collections currently at 98.58%, which is the same as the FY19 actual collection percentage
- County projected collecting 96.5%, per the Salisbury Post. In FY19 the City's collections were about ½% higher than the County's. If we reduce the collection percentage to 97%, we would be reducing the budgeted collections by \$358,389.
- The FY21 budgeted property tax collections are about \$100,000 higher than current FY20 projections, due to slight increase in Projected Tax Base and conservative projections for FY20.

	Current FY21 Budget	Decreased Tax Collection %	Difference
Projected Tax Base	3,152,143,472	3,152,143,472	
Tax Rate	0.7196	0.7196	
Tax Levy	22,682,824	22,682,824	
Projected Collection Rate	98.58%	97.00%	
Estimated Collections	22,360,728	22,002,340	
Less Discounts, Abatements, Late Listings	(375,000)	(375,000)	
	21,985,728	21,627,340	358,389

#### Sales Taxes Budgeted in FY21:

- FY21 budget is 5.8% lower than FY19 actual
- FY21 budget is 10% lower than FY20 trending, pre-COVID
- FY21 budget is 3.9% lower than current FY20 projections



General Fund Expense Changes							
Depart #	Department Name	FY20 Adopted budget*	FY21 Recom Budget	Difference +/- )	% Change	Notes/Comments	
411	City Council	\$ 466,274	\$ 364,233	\$ (102,041)	-21.884%	Decrease: No election Expense (\$14.2K), 1 less Position \$87K (City Clerk duties assumed by Ad Serv Direct)	
421	Management/Admin	\$ 1,153,286	\$ 1,196,545	\$ 43,259	3.751%	Increase: Lobbyist/Legal fees \$47K	
422	Communications	\$ 472,156	\$ 448,151	\$ (24,005)	-5.084%	Decrease: Advertising \$9.3K, Professional Serv \$15.4K (majority was City Newsletter cut)	
423	HR	\$ 1,394,337	\$ 1,300,813	\$ (93,524)	-6.707%	Decrease: Citywide Emp Training \$19.8K, Retiree Heath Ins \$28.3K, SWAY \$15K, Professional Serv \$17.7K (Flores, Promed, Novant, Springstead)	
442	IT	\$ 1,532,828	\$ 1,710,973	\$ 178,145	11.622%	Increase: Maint Comp \$11.1K, Maint Comp Software \$113.7K (new IT ticketing software, New user authentication software, MUNIS), Contracted Serv \$11.4K (PD server migration)	
443	Finance	\$ 1,418,467	\$ 1,379,552	\$ (38,915)	-2.743%	Decrease: Special Projects (MUNIS software) \$50K, Contracted Serv \$11.1K (CIP Updates), Performance Measurement \$8.4K (Indirect Cost Plan)	
445	Customer Service	\$ 474,096	\$ 439,711	\$ (34,385)	-7.253%	Decrease: 1 FT position eliminated/PT hours reduced \$62.9K	
491	Planning	\$ 2,181,762	\$ 733,106	\$ (1,448,656)	-66.398%	Decrease: Special Projects \$1.453Mil (Housing Stab Pro, Neighborhood Revital Pro, West End Voc Train), Kesler Mill \$15K	
492	Fibrant Transfer	\$ 2,400,000	\$ 3,000,000	\$ 600,000	25.000%	Increase Fibrant Transfer	
494	Development Services	\$ 540,195	\$ 471,499	\$ (68,696)	-12.717%	Decrease: Special Proj \$65K (FY20 budgeted \$75K for Economic Development)	
495	Code Enforcement	\$ 386,067	\$ 311,495	\$ (74,572)	-19.316%	Decrease: 1 position eliminated \$55.7K, Minimum Housing \$25K	
496	DSI	\$ 365,303	\$ 347,038	\$ (18,265)	-5.000%	Decrease: Contract Serv \$5.4K (no CentraCarolina Council of Gov't), Special Events \$6K, Spring Festival \$4K (Cheerwine)	
500	Traffic	\$ 258,328	\$ 308,982	\$ 50,654	19.608%	Increase: Maint Traffic Sign \$16.3K (used FY19 savings to do more maint so cut FY20, back up to normal expense FY21), Special Proj \$6.4K (no spec proj FY20, Main St Signal Upgrades), Contract Serv \$13.7K (used FY19 savings to do more so cut FY20, back up to normal expense FY21)	
501	Buildings	\$ 1,145,769	\$ 581,229	\$ (564,540)	-49.272%	Decrease: B&G \$30.5K (defer maint on build), Lease Parking Lots \$13.2K, Roof/HVAC \$180.6, CO B&G \$365K (City Park Lake Rehab funds used in FY20)	
502	Plaza	\$ 598,138	\$ 474,453	\$ (123,685)	-20.678%	Decrease: Professional Serv \$15K (plaza redevelopment exp), Roof/HVAC \$85.8K (carryforward funds from FY20 for roof so roof exp is less), CO Building \$30K (defer some maint)	
511-516	PD	\$ 9,817,320	\$ 10,192,101	\$ 374,781	3.818%	Decrease: 2 FT-Sworn position (funds redistributed for operation expenses), 1 PT-RAP position eliminated, 1 PT postion reduced hours \$46K	
531	Fire	\$ 7,224,747	\$ 7,391,497	\$ 166,750	2.308%	Decrease: CO Buildings \$100K (FS3 pre-construction costs); Increase: Ele Pow \$8.2K, City Utilities \$9.4K, B&G 8.5K, Spec Proj \$55.8K (Turnout Gear/Bailout Kits), Capital Outlay Equip \$80.4K Rescue tools/air bags/TIC imaging camereas)	
550	Telecommunications	\$ 664,867	\$ 648,450	\$ (16,417)	-2.469%	Decrease: Maint Equip \$16.6K, Maint Radio \$6K	
551	Facilities	\$ 315,610	\$ 327,992	\$ 12,382	3.923%		
552	Street Lighting	\$ 531,147	\$ 526,521	\$ (4,626)	-0.871%		
553	Transit Transfer	\$ 633,564	\$ 600,000	\$ (33,564)	-5.298%	Decrease: 1 position moved to water and sewer \$108K, Special Proj \$460.3K (Newsome Rd Bike Lanes, Old Concord Sidewalk, Brenner Ave Sidewalk)	
555	Engineering	\$ 3,711,715	\$ 3,180,301	\$ (531,414)	-14.317%	Decrease: Salaries \$13.5K (Senior Management Retirement)	
560	Public Works Admin	\$ 293,263	\$ 273,922	\$ (19,341)	-6.595%		

Depart #	Department Name	FY20 Adopted budget*	FY21 Recom Budget	Difference +/- )	% Change	Notes/Comments
561	Streets	\$ 2,278,304	\$ 2,191,584	\$ (86,720)	-3.806%	Decrease: 3 positions eliminated \$130K, Materials (Concrete/Signs & Markings/Snow Removal) \$24K, Street Paving \$28K, HVAC replacement \$20K; Increase: Special Proj \$215K (Upkeep/Repair Bridges Fisher & Ellis Street)
562	Waste Management					Decrease: 1 position eliminated \$43.9K, Contracted Serv \$25K (hauling excess mat out of landfill);
562	Other (Yard & Limb)	\$ 494,174	\$ 535,229	\$ 41,055	8.308%	Increase: Special Proj \$37.8K (Public Works order Software, Tablets, Cellular Devices)
563	Cemetaries	\$ 101,917	\$ 99,750	\$ (2,167)	-2.126%	
581	Solid Waste Management	\$ 1,647,662	\$ 1,692,696	\$ 45,034	2.733%	Increase: Recycling Contract \$87K
590	Grounds Maint	\$ 1,162,452	\$ 1,272,104	\$ 109,652	9.433%	Decrease: Grounds Beautification \$15.7K (this eliminates plantings around the city and reseeding treatments of fire ants); Increase: Maint Equip \$16K, Department Reorg increased payroll accounts
621	Parks & Rec	\$ 1,525,627	\$ 1,743,423	\$ 217,796	14.276%	Increase: 4 additional positions - Bell Tower Green \$98K; Total Increase due to Bell Tower Green \$156.9K
641	Education	\$ 40,000	\$ 40,000	\$ -	0.000%	
661	Fleet	\$ 1,123,623	\$ 1,128,267	\$ 4,644	0.413%	
671	Contingency	\$ 38,000	\$ -	\$ (38,000)	-100.000%	No Contingency Expenses Budgeted (FB Appropriation used)
901	Debt	\$ 1,119,046	\$ 1,091,690	\$ (27,356)	-2.445%	
<b>Grand Total</b>		<b>\$ 47,510,044</b>	<b>\$ 46,003,307</b>	<b>\$ (1,506,737)</b>	<b>-3.171%</b>	

\*FY20 Adopted does not tie to budget book which shows FY20 Amended with carryforwards

#### Personnel Changes

General Fund: 9 Full-Time Positions Eliminated, 1 Full-Time Position moved to Water & Sewer, 1 Part-Time Position Eliminated

Bell Tower Green: 3 Full-Time Positions Added, 1 Part-Time Pool Added

General Fund total retirement net increase \$199,349 (12.3% ). This increase was reduced by the positions eliminated.

Stormwater Fee Information					
Department Name	FY20 Adopted budget*	FY21 Recom Budget	Difference +/( -)	% Change	
Stormwater	\$ 1,883,400	\$ 1,894,900	\$ 11,500	0.61%	
*FY20 Adopted does not tie to budget book which shows FY20 Amended with carryforwards					

Comparision:	FY20 Equivalent		FY 21		% Change
	Municipality	Rate	Proposed Rate		
	Kannapolis	\$ 7.25	\$ 7.25		0%
	Greenville	\$ 5.35	Unknown		
	Concord	\$ 5.16	Unknown		
	Clemmons	\$ 5.00	\$ 5.25		5%
	<b>Salisbury</b>	<b>\$ 4.00</b>	<b>\$ 4.08</b>		<b>2%</b>
	High Point	\$ 4.00	\$ 4.00		0%
	Kernersville	\$ 3.29	\$ 3.29		0%

Revenues:	<b>Commercial Accounts</b>			
	ERU	FY20 Bill	FY21 Bill	
	17	\$ 68	\$ 69.36	Average
	625	\$ 2,500	\$ 2,550	Max

Funding is requested to keep up with inflation to keep current projects on track. Also new requirements recently given to the City for its NPDES permit will require more administrative oversight and inspections for compliance. Some projects that are in progress are:

Expenses/Projects: **McCoy Road Culvert Replacement:**

Design (Complete):	\$ 71,920
Constuction Mgt Cost (FY20 Budget):	\$ 33,100
Construction Estimate (FY21 Budget):	\$ 392,543

\*Replace a failing and undersized culvert. Failure would leave approximately 18 homes without access if RR crossing was blocked.

**Sunset Drive Central (bid June):**

Design (Complete):	\$ 27,200
Constuction Mgt Cost (FY20 Budget):	\$ 45,390
Construction Estimate (FY20 Budget):	\$ 226,883

\*Project is 1 of 3 phases along Sunset Dr. that are designed to reduce flooding of the road and houses. Infrastructure is undersized due to development along JAB.

**Sunset Drive South:**

Design (in-progress):	\$ 113,070
No estimates on Construction cost due to infancy of the design	

\*Project is 1 of 3 phases along Sunset Dr. that are designed to reduce flooding of the road and houses. Infrastructure is undersized due to development along JAB.

**North Ellis Street:**

Design (in-progress): \$ 51,767

No estimates on Construction cost due to infancy of the design

\*This project is due to aged and failed stormwater infrastructure on North Ellis St that has formed a large sinkhole in the street right of way. The sinkhole has impeded pedestrian traffic, and if not repaired could cause closure of the road for public safety.

**Stormwater CIP Plan:**

Engineering Study (in-progress): \$ 84,600

\*This project is a masterplan that includes inventorying (NPDES permit requirement), rating the integrity, modeling, and finding hotspots of future repairs of the city's stormwater system. The masterplan will develop capital improvement projects to aid with future budget planning to help repair aged infrastructure, reduce flooding, and most importantly improve water quality.

**Novant Rowan :**

Design estimate: \$ 300,000

Construction estimate: \$ 1,190,000

\*Following the flooding of the hospital on August 18, 2018, City of Salisbury staff have been working with Novant staff, and HDR engineering to try to find a proper solution to help lower the potential threat of future flooding. Currently HDR has provided a study that models stormwater events and have giving multiple alternatives to aid in reducing the threat. The engineering estimated cost for this alternative are above.

**In house projects:**

Stormwater Sewer Repairs Annually: \$ 40,000

Stormwater Grant Annually: \$ 25,000

\*City staff performs multiple repairs and improvements to the stormwater infrastructure yearly. A few of the larger projects from the past include:

- Dredging and restoration of Memorial Park Lake
- New drainage infrastructure on Beard Street in Sedgefield acres
- Rerouting of new infrastructure around Soldiers Memorial AME Zion Church
- Removal of deteriorated infrastructure in City Park and replaced with properly sized pipes
- Clearing and restoration of the Vanderford Detention Basin



## SRU Budget Summary FY 2020-2021

### Trends/Challenges:

- COVID-19 (potential loss of revenue, penalties, business closures)
  - 32% of Americans say they will have trouble paying their bills this month (PEW)
- Relatively flat water/sewer revenue over the past 5 years
- Rowan County's NE Water System Lead & Copper Compliance Issues
- New Chewy fulfillment center (I-85 exit 81) and more potential spec buildings
- Potential System Consolidations (Rowan County's NE Water System & East Spencer)
- Debt Service (\$3,900,072) represents approximately **18.46%** of our total operating budget
  - **Includes \$901,428 of new debt**
- Personnel costs (\$6,335,431) represent approximately **24.36%** of our total operating budget
  - **SRU currently has 89 FTEs working within SRU**
  - **Current vacant positions:**
    - **Instrumentation and Controls Technician**
    - **Environmental Compliance Coordinator (reclassified position)**
    - **Maintenance Worker I/II/III (1)**
- Contribution to the General Fund (\$3,519,227 or **13.53%** of FY21 O&M budget)  
*Equates to 16.6% of O&M budget if debt service removed*  
*Increase of \$289,007*

### **Top Priorities this year's SRU Budget Request:**

- Construction of Grants Creek Headworks and Influent Pump Station
  - \$26.84 million (currently in CIP for FY21 & FY22)
- Water Treatment Plant Filter Upgrades and Residuals Handling Upgrades
  - \$7.22 million (currently in CIP for FY21 & FY22)
- Increased funding for water and sewer line rehabilitation (repair/replace aging infrastructure)
- Funding for sewer rehabilitation is projected to increase each year in the CIP in an effort to further reduce inflow and infiltration (I/I) and prevent sanitary sewer overflows (SSOs)
- General equipment replacement at end of service life (GC & TC wastewater facilities)
  - Deferred more than \$2.5 million in operations budget to minimize rate increase
- Incentive Fund for Public/Private Fire lines 50% Match (\$50,000) removed from O&M budget
  - Each project must be approved by City Council; appropriate SRU fund balance as needed (or placeholder for future budgets)...program being reviewed in the near future
- > \$15 million in capital projects scheduled for FY21

### **Proposed Rate Increase 1.83%**

(associated with Consumer Price Index for urban customers for the South Region)

FY 21 Requested      **\$ 26,003,600**      **Increase of \$676,736**      (FY20 Approved = \$ 25,326,864)

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An average monthly residential water and sewer utility bill for a customer using **4,000** gallons would be **\$59.44 (an increase of \$1.02 per month or about 3.4 cents per day)**

An average monthly residential water and sewer utility bill for a customer using **5,000** gallons would be **\$72.13 (an increase of \$1.27 or about 4.2 cents per day)**

Water consumption charge <b>\$4.03</b> (\$3.99 FY20)	Sewer consumption charge <b>\$5.46</b> (\$5.31)
Minimum water (3/4" residential) <b>\$4.15</b> (\$4.15)	Minimum sewer <b>\$4.54</b> (\$4.54)

**MHI = \$38,316      Annual water & sewer bill equates to 1.68% of MHI (0.73% water only)**  
**1% rate increase generates approximately \$250,000 in additional revenue**

### **Other:**

- **No increase to tap fees (fees have not increased since 2015)**
  - **¾" Water Tap (SRU installed)      \$2,275**
  - **One-inch residential water tap      \$2,675**
  - **4" Sewer Tap (SRU installed)      \$1,975**
- **Consideration of establishing "resale" rates for water/sewer bulk customers**
- **Consideration of establishing "outside" municipal limits rates for 1250+ accounts**

<b>Transit Budget Information</b>				
<b>Department Name</b>	<b>FY20 Adopted budget*</b>	<b>FY21 Recom Budget</b>	<b>Difference +/-</b>	<b>% Change</b>
Transit	\$ 1,405,361	\$ 1,487,545	\$ 82,184	5.85%

\*FY20 Adopted does not tie to budget book which shows FY20 Amended with carryforwards

Revenues: Includes \$240,000 Capital Revenue for 2 buses  
Reduced \$33,564 General Fund Contribution  
No Advertising Revenue

Expenses: Includes 2 Buses \$300,000  
No service to Spencer and East Spencer  
No Saturday Service  
Eliminated 1 Transit Operator but added hours to PT net change \$16,000  
Eliminated Rowan Express \$15,400  
Eliminated ADA Software \$40,000  
Reduced Parts \$30,000

<b>Ridership</b>	<b>FY2019</b>	<b>FY2018</b>
Fixed	141,514	148,897
ADA	7,789	8,392

**Salisbury Transit System FY2017**

System Wide trips	156,818
Spencer trips	6,788
East Spencer trips	11,744

**Salisbury Transit System FY2016**

System Wide trips	146,418
Spencer trips	6,203
East Spencer trips	13,419

## **ADDENDUM**

### **FY2020-2021 ADOPTED BUDGET**

On May 19, 2020, the City Manager presented a balanced FY2020-2021 Budget proposal totaling \$82,528,220 for all funds.

The City held a budget work session on June 1, 2020. The public hearing, as required by N.C.G.S. 159-12, was held on June 2, 2020. Three citizens spoke. Areas of concern included continued funding for the Transit system related to Spencer and East Spencer, fully funding the McCoy Road project in the Stormwater Fund, and eliminating recycling for one year to fund other expenses in the City.

The City Council adopted the FY2020-2021 budget on June 16, 2020, with the following changes to the recommended budget presented by the City Manager:

#### **CHANGES:**

Decrease \$358,389 in General Fund – Current Year Tax Revenues  
Decrease \$358,389 in General Fund – Transit Transfer Expenses  
Decrease \$30,000 in General Fund – Fibrant Transfer Expenses  
Add \$30,000 in General Fund – RAP PT Position in Code Services  
Decrease \$358,389 in Transit Fund – General Fund Contribution  
Add \$358,389 in Transit Fund – CARES Act Revenues

Decrease \$30,000 in Fibrant Fund – General Fund Contribution  
Decrease \$30,000 in Fibrant Fund – Legal Fees

The final adopted FY2020-2021 Budget for all funds totals \$82,139,831

The full transcript of the budget discussions and public hearings can be read at:  
<http://salisburync.gov/Government/City-Council/Minutes-and-Agendas>

The adopted budget can be reviewed at:  
<http://salisburync.gov/Government/Financial-and-Business-Services/Budget>

**EXHIBIT 1**  
**CITY OF SALISBURY**  
**SPECIAL PROJECTS FOR FY2020-21**

<b>GENERAL FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>CITY COUNCIL</b>				
LDO Codification	\$ 12,000	\$ 10,000	\$ 10,000	\$ -
Total Special Projects	<u>\$ 12,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ -</u>
<b>MANAGEMENT &amp; ADMINISTRATION</b>				
Citizens Academy	\$ 8,500	\$ 6,000	6,000	\$ -
Executive Development	6,000	3,000	3,000	-
United Way Day of Caring	2,000	1,000	1,000	-
Community Engagement	4,500	2,500	2,500	-
Carbon Reduction Initiative	10,500	-		-
Total Special Projects	<u>\$ 31,500</u>	<u>\$ 12,500</u>	<u>\$ 12,500</u>	<u>\$ -</u>
<b>FINANCE</b>				
Software - MUNIS	\$ 120,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 120,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>POLICE - SUPPORT SERVICES</b>				
Rowan County Telecommunications Pymnt 8 of 10	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Total Special Projects	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>	<u>\$ -</u>
<b>POLICE - ADMINISTRATION</b>				
Community Classroom	\$ 3,500	\$ -	\$ -	\$ -
Personnel Development Program	20,000	20,000	20,000	-
Total Special Projects	<u>\$ 23,500</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ -</u>
<b>POLICE - FIELD OPERATIONS</b>				
Ballistic Vest Replacement	\$ 16,000	\$ 16,000	\$ 16,000	\$ -
Total Special Projects	<u>\$ 16,000</u>	<u>\$ 16,000</u>	<u>\$ 16,000</u>	<u>\$ -</u>
<b>FIRE ADMINISTRATION</b>				
NFPA Personal Bailout Kits	\$ 4,040	\$ 4,040	\$ 4,040	\$ -
Firefighter Personal Protective Equipment	98,165	98,165	98,165	-
Total Special Projects	<u>\$ 102,205</u>	<u>\$ 102,205</u>	<u>\$ 102,205</u>	<u>\$ -</u>
<b>ENGINEERING</b>				
Tree Lighting Innes and Main Streets	\$ 100,000	\$ -	\$ -	\$ -
Train Station 2nd Platform and Improvements	780,000	-	-	-
Brenner Ave Sidewalk & Intersection Improvements C-5603H	300,000	125,000	125,000	100,000
Grants Creek Greenway EB-5619	250,000	250,000	250,000	200,000
Old Concord Rd Sidewalk C-5603D	155,000	120,000	120,000	96,000
Citywide ADA Compliance	25,000	-	-	-
South Long St and Inness St Traffic Calming	210,000	200,000	200,000	-
Newsome Rd Bike Lanes/Sidewalk C-5160	1,919,750	1,579,394	1,579,394	1,579,394
Pedestrian Crossing and Flashing Light	11,300	11,300	11,300	
Total Special Projects	<u>\$ 3,751,050</u>	<u>\$ 2,285,694</u>	<u>\$ 2,285,694</u>	<u>\$ 1,975,394</u>

<b>GENERAL FUND</b>	<b>REQUESTED</b>	<b>MANAGER RECOMMENDS</b>	<b>ADOPTED</b>	<b>OFFSETTING REVENUE</b>
<b>STREET LIGHTING</b>				
Street Light Improvements- 150 Lights	\$ 33,428	\$ 10,896	\$ 10,896	\$ -
Total Special Projects	<u>\$ 33,428</u>	<u>\$ 10,896</u>	<u>\$ 10,896</u>	<u>\$ -</u>
<b>TRAFFIC OPERATIONS</b>				
Main Street Signal Upgrades	\$ 3,977	\$ 3,977	\$ 3,977	\$ -
Traffic Signal Upgrade for Generator	15,000	2,500	2,500	-
Total Special Projects	<u>\$ 18,977</u>	<u>\$ 6,477</u>	<u>\$ 6,477</u>	<u>\$ -</u>
<b>COMMUNITY PLANNING SERVICES</b>				
Housing Stabilization	\$ 100,000	\$ -	\$ -	\$ -
Neighborhood Revitalization Program	400,000	200,000	200,000	-
West End Vocational Training Program	20,000	10,000	10,000	-
Downtown Holiday Decorations	20,000	15,000	15,000	-
Historic Preservation Incentive Grant	20,000	15,000	15,000	-
Development Finance Initiative	36,050	36,050	36,050	-
Total Special Projects	<u>\$ 596,050</u>	<u>\$ 276,050</u>	<u>\$ 276,050</u>	<u>\$ -</u>
<b>DEVELOPMENT SERVICES</b>				
Integro Incentive Grant	\$ 38,000	\$ 19,000	\$ 19,000	\$ -
Project TEAM	10,000	10,000	10,000	-
Total Special Projects	<u>\$ 48,000</u>	<u>\$ 29,000</u>	<u>\$ 29,000</u>	<u>\$ -</u>
<b>PUBLIC WORKS-WASTE MANAGEMENT-OTHER</b>				
Public Works Work Order System	\$ 37,840	\$ 37,840	\$ 37,840	-
Total Special Projects	<u>\$ 37,840</u>	<u>\$ 37,840</u>	<u>\$ 37,840</u>	<u>\$ -</u>
<b>PUBLIC WORKS-STREETS MAINTENANCE</b>				
Pavement Condition Survey	\$ 60,000	\$ -	\$ -	\$ -
Fisher Street Bridge and Ellis Street Bridge	120,000	215,000	215,000	-
Innes Street Sidewalk	150,000	-	-	-
Total Special Projects	<u>\$ 330,000</u>	<u>\$ 215,000</u>	<u>\$ 215,000</u>	<u>\$ -</u>
<b>PUBLIC WORKS-FACILITIES MANAGEMENT</b>				
Facility Condition Assessment & Space Needs	\$ 100,000	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 100,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>PUBLIC WORKS-FLEET</b>				
Telematics Software-Carbon Footprint Reduction	\$ 22,500	\$ -	\$ -	\$ -
Total Special Projects	<u>\$ 22,500</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<u>\$ 5,293,050</u>	<u>\$ 3,071,662</u>	<u>\$ 3,071,662</u>	<u>\$ 1,975,394</u>
<b>TOTAL OFFSETTING REVENUE</b>	<u>\$ 1,975,394</u>	<u>\$ 1,975,394</u>	<u>\$ 1,975,394</u>	
<b>TOTAL CITY SHARE</b>	<u>\$ 3,317,656</u>	<u>\$ 1,096,268</u>	<u>\$ 1,096,268</u>	

	<u>REQUESTED</u>	<u>MANAGER RECOMMENDS</u>	<u>ADOPTED</u>	<u>OFFSETTING REVENUE</u>
<b>WATER &amp; SEWER FUND</b>				
<b>UTILITIES ADMINISTRATION</b>				
Incentive Fund for Public/Private Fire Lines	\$ 50,000	\$ -	\$ -	\$ -
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<u><u>\$ 50,000</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>
<b>TRANSIT FUND</b>				
<b>OPERATIONS</b>				
Rowan Express	\$ 15,400	\$ -	\$ -	\$ -
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<u><u>\$ 15,400</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>
<b>STORMWATER FUND</b>				
<b>ADMINISTRATION</b>				
Rehab Project (McCoy Road)	\$ 392,543	\$ 356,469	\$ 356,496	\$ -
Drainage Grant	25,000	25,000	25,000	-
NPDES Compliance	15,000	15,000	15,000	-
<b>GRAND TOTAL-SPECIAL PROJECTS</b>	<u><u>\$ 432,543</u></u>	<u><u>\$ 396,469</u></u>	<u><u>\$ 396,496</u></u>	<u><u>\$ -</u></u>

**EXHIBIT 2**  
**SPECIAL COMMUNITY ORGANIZATION GROUPS APPROPRIATIONS FOR FY2020-21**

	<b><u>FY2019-20</u></b> <b><u>ADOPTED</u></b>	<b><u>REQUESTED BY</u></b> <b><u>ORGANIZATION</u></b>	<b><u>MANAGER</u></b> <b><u>RECOMMENDS</u></b>	<b><u>ADOPTED</u></b>
Human Relations Council	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
Facade Grants	47,000	50,000	40,000	40,000
Salisbury-Rowan EDC	114,088	114,088	114,088	114,088
Rowan Arts Council	56,250	56,250	56,250	56,250
Horizons Unlimited	40,000	42,000	40,000	40,000
<b>Subtotal</b>	<b>\$ 262,488</b>	<b>\$ 267,488</b>	<b>\$ 255,488</b>	<b>\$ 255,488</b>
 Rufy Holmes Senior Center	 \$ 63,000	 \$ 63,000	 \$ 63,000	 \$ 63,000
NAACP Banquet	5,000	5,000	5,000	5,000
Salisbury Community Foundation NonProfit Funding	40,000	40,000	40,000	40,000
Art Mural Maintenance	10,000	10,000	10,000	10,000
<b>Subtotal</b>	<b>\$ 118,000</b>	<b>\$ 118,000</b>	<b>\$ 118,000</b>	<b>\$ 118,000</b>
 <b>TOTAL</b>	 <b>\$ 380,488</b>	 <b>\$ 385,488</b>	 <b>\$ 373,488</b>	 <b>\$ 373,488</b>



**EXHIBIT 3**

**City of Salisbury  
Holiday Schedule  
FY 2020 - 2021**

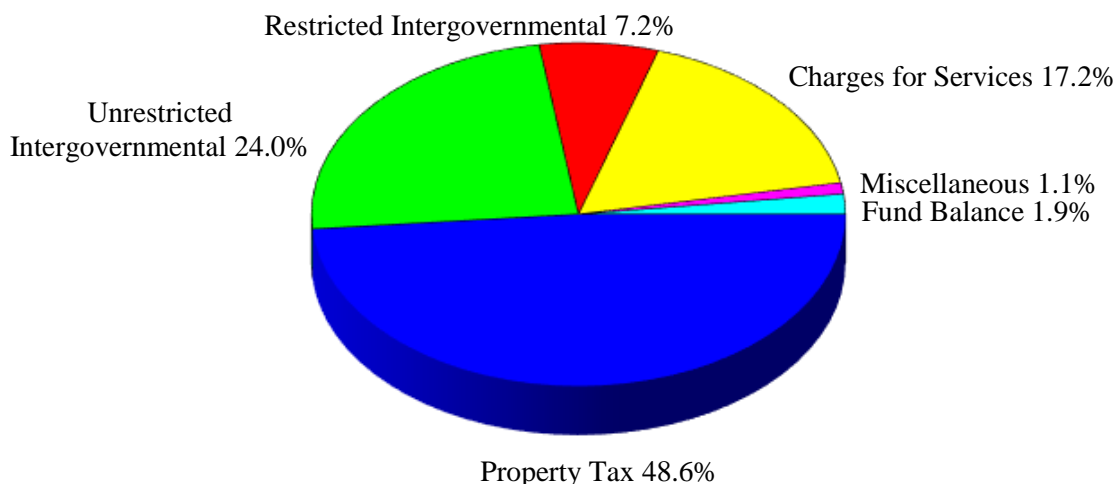
- Independence Day Friday, July 3, 2020
- Labor Day Monday, September 7, 2020
- Veterans Day Wednesday, November 11, 2020
- Thanksgiving Thursday, November 26, 2020  
Friday, November 27, 2020
- Christmas Wednesday, December 23, 2020  
Thursday, December 24, 2020  
Friday, December 25, 2020
- New Year's Day Friday, January 1, 2021
- Martin Luther King, Jr. Day Monday, January 18, 2021
- President's Day Monday, February 15, 2021
- Good Friday Friday, April 2, 2021
- Memorial Day Monday, May 31, 2021



# FY 2020-2021 GENERAL FUND

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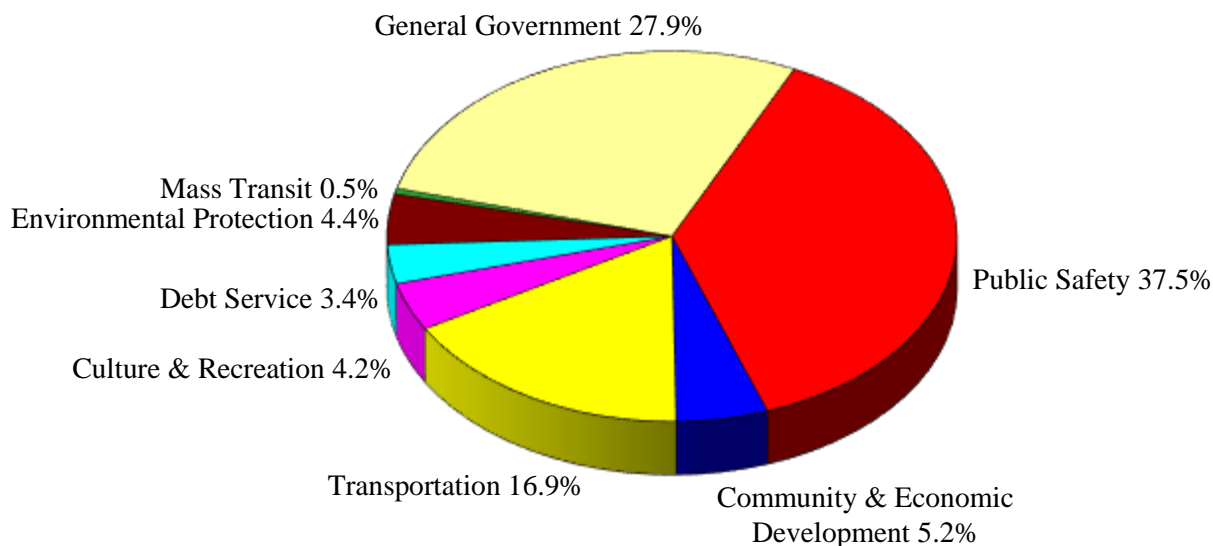
## Revenues - \$45,718,022



## *Where the Money Comes From*

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## Expenditures - \$45,718,022

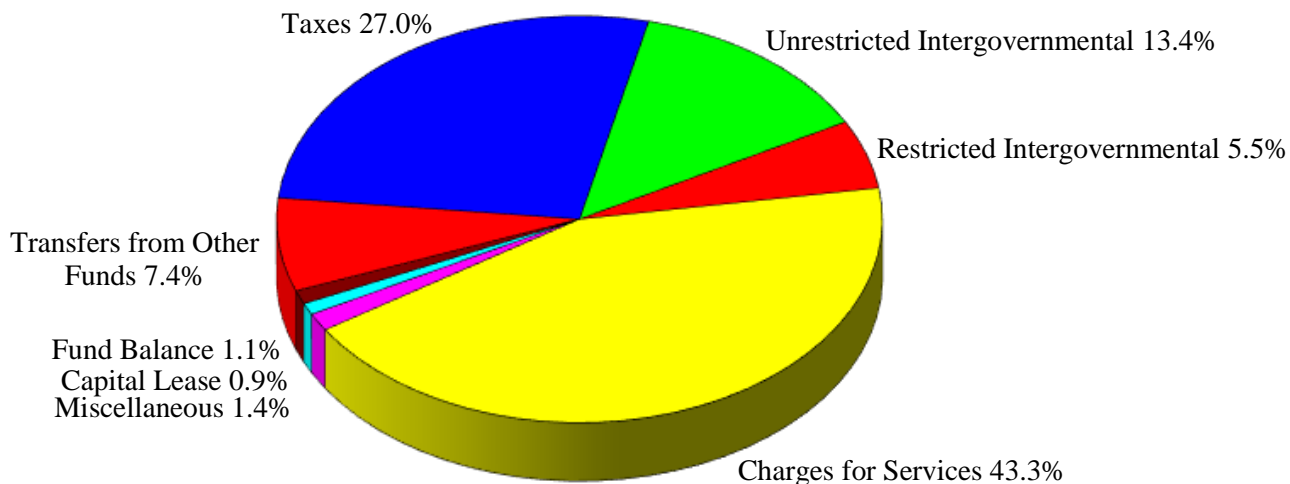


## *Where the Money Goes To*

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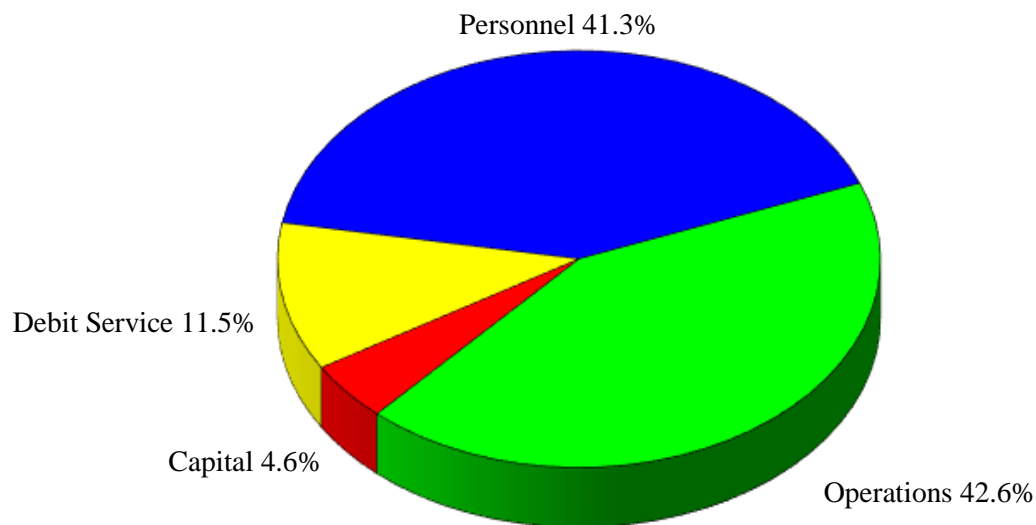
*Includes General Fund and General Fund Capital Reserve Fund Less Interfund Transfers*

## CITY REVENUES BY TYPE (All Funds)



## CITY EXPENDITURES BY CATEGORY (All Funds)

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**CITY OF SALISBURY, NORTH CAROLINA  
BUDGET SUMMARY  
For the Year Ending June 30, 2021**

	General/Special Revenue Funds				Enterprise Funds						
	General Fund	General Fund Capital Reserve	Entitlement Fund	Water/Sewer	Water/Sewer Capital Reserve	Transit	Fibrant Communications	Stormwater	Stormwater Capital Reserve	Total	
Estimated Fund Balance/ Net Assets 6/30/20	\$ 12,900,000	\$ 2,500,000	\$ 3,000	\$ 109,800,000	\$ 2,300,000	\$ 404,000	\$ (4,800,000)	\$ 2,150,000	\$ 540,000	\$ 125,797,000	
Budgeted Revenues & Other Financing Sources:											
Taxes	\$ 22,192,839	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,192,839	
Unrestricted Intergovernmental	10,979,000	-	-	-	-	-	-	-	-	10,979,000	
Restricted Intergovernmental	3,302,984	-	411,845	-	-	1,164,361	-	-	-	4,879,190	
Charges for services	7,881,840	-	-	25,765,718	-	79,573	-	1,877,000	-	35,604,131	
Miscellaneous	417,793	18,000	20,000	250,129	12,500	2,000	54,000	17,900	2,500	794,822	
Long-term Debt Issued	-	-	-	-	-	-	-	-	-	-	
Capital leases	-	-	-	-	-	-	760,000	-	-	760,000	
Capital contributions	-	-	-	-	-	-	-	-	-	-	
Transfers From Other Funds	-	2,178,841	-	-	509,212	241,611	2,970,000	-	159,723	6,059,387	
Total Available Resources	\$ 44,774,456	\$ 2,196,841	\$ 431,845	\$ 26,015,847	\$ 521,712	\$ 1,487,545	\$ 3,784,000	\$ 1,894,900	\$ 162,223	\$ 81,269,369	
Expenditures:											
General Government	\$ 9,616,703	\$ 141,558	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,758,261	
Public Safety	16,363,468	757,008	-	-	-	-	-	-	-	17,120,476	
Transportation	7,104,133	611,443	-	-	-	-	-	-	-	7,715,576	
Environmental Protection	2,007,570	-	-	-	-	-	-	1,735,177	107,119	3,849,866	
Culture and Recreation	1,725,273	197,188	-	-	-	-	-	-	-	1,922,461	
Community & Economic Development	2,360,733	10,350	394,214	-	-	-	-	-	-	2,765,297	
Education	40,000	-	-	-	-	-	-	-	-	40,000	
Contingency Expenses	-	-	-	-	-	-	-	-	-	-	
Water & Sewer	-	-	-	20,705,135	521,712	-	-	-	-	21,226,847	
Mass Transit	-	-	-	-	-	1,487,545	-	-	-	1,487,545	
Fiber Optic	-	-	-	-	-	-	793,317	-	-	793,317	
Debt Service:											
Principal	866,952	439,552	34,000	2,961,316	-	-	2,340,000	-	-	6,641,820	
Interest	224,738	39,742	3,631	1,840,184	-	-	650,683	-	-	2,758,978	
Transfers To Other Funds	5,335,348	-	-	509,212	-	-	-	159,723	55,104	6,059,387	
Total Expenditures	\$ 45,644,918	\$ 2,196,841	\$ 431,845	\$ 26,015,847	\$ 521,712	\$ 1,487,545	\$ 3,784,000	\$ 1,894,900	\$ 162,223	\$ 82,139,831	
Budgeted Increase (Decrease) in Fund Balance	\$ (870,462)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (870,462)	
Full Accrual Adjustments: <sup>1</sup>											
Budgeted Capital Outlay	-	-	-	300,000	427,229	300,000	-	-	58,503	1,085,732	
Budgeted Debt Principal	-	-	-	2,961,316	-	-	2,340,000	-	-	5,301,316	
Estimated Depreciation	-	-	-	(5,400,699)	-	(40,127)	(676,042)	(93,082)	-	(6,209,950)	
Estimated Fund Balance/ Net Assets 6/30/21	\$ 12,029,538	\$ 2,500,000	\$ 3,000	\$ 107,660,617	\$ 2,727,229	\$ 663,873	\$ (3,136,042)	\$ 2,056,918	\$ 598,503	\$ 125,103,636	

<sup>1</sup> The City's budget is developed on the modified accrual basis. Budgets for the General Fund and special revenue funds are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). Budgets for the enterprise funds are adopted on a basis consistent with GAAP except that bond principal payments and additions to fixed assets are treated as expenditures, and depreciation expense is not budgeted.

**SUMMARY OF INTERFUND TRANSFERS  
For the Year Ending June 30, 2021**

	FUND	TO					
		General Fund Capital Reserve	Water & Sewer Capital Reserve	Transit	Stormwater Capital Reserve	Fibrant	TOTAL OUT
<b>F R O M</b>	General	\$ 2,123,737	\$ -	\$ 241,611	\$ -	\$ 2,970,000	\$ 5,335,348
	Water & Sewer	-	509,212	-	-	-	509,212
	Stormwater	-	-	-	159,723	-	159,723
	Stormwater Capital	55,104	-	-	-	-	55,104
	<b>TOTAL IN</b>	<b>\$ 2,178,841</b>	<b>\$ 509,212</b>	<b>\$ 241,611</b>	<b>\$ 159,723</b>	<b>\$ 2,970,000</b>	<b>\$ 6,059,387</b>

## SUMMARY OF REVENUES AND EXPENDITURES FOR ALL FUNDS

	FY2018-19 ACTUAL	FY2019-20 ESTIMATE	FY2020-21 ADOPTED
<b>REVENUES:</b>			
<b>GENERAL FUND/CAPITAL RESERVE FUND</b>			
Taxes	\$ 20,835,224	\$ 22,315,000	\$ 22,192,839
Unrestricted Intergovernmental	11,482,720	11,593,425	10,979,000
Restricted Intergovernmental	1,617,414	2,909,625	3,302,984
Charges for Services	7,591,386	7,497,700	7,881,840
Miscellaneous	1,739,695	973,929	435,793
Refunding Bonds Issued	230,000	-	-
Fund Balance Appropriated	-	1,760,000	870,462
Transfers From Other Funds	<u>1,938,387</u>	<u>1,988,290</u>	<u>2,178,841</u>
Total Available Resources	\$ 45,434,826	\$ 49,037,969	\$ 47,841,759
<b>WATER &amp; SEWER FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 27,046,502	\$ 27,760,622	\$ 25,765,718
Miscellaneous	603,835	413,858	262,629
Transfers From Other Funds	<u>480,083</u>	<u>414,992</u>	<u>509,212</u>
Total Available Resources	\$ 28,130,420	\$ 28,589,472	\$ 26,537,559
<b>MASS TRANSIT FUND</b>			
Restricted Intergovernmental	\$ 739,998	\$ 727,850	\$ 1,164,361
Charges for Services	75,780	65,832	79,573
Miscellaneous	11,782	5,678	2,000
Transfers From Other Funds	<u>467,822</u>	<u>673,678</u>	<u>241,611</u>
Total Available Resources	\$ 1,295,382	\$ 1,473,038	\$ 1,487,545
<b>FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 496,347	\$ -	\$ -
Lease	616,078	730,000	760,000
Miscellaneous	218,619	647,750	54,000
Transfers From Other Funds	<u>3,000,000</u>	<u>2,400,000</u>	<u>2,970,000</u>
Total Available Resources	\$ 4,331,044	\$ 3,777,750	\$ 3,784,000
<b>STORMWATER UTILITY FUND/CAPITAL RESERVE FUND</b>			
Charges for Services	\$ 1,768,437	\$ 1,848,995	\$ 1,877,000
Other Operating/Miscellaneous	42,210	44,358	20,400
Transfers From Other Funds	<u>433,268</u>	<u>153,890</u>	<u>159,723</u>
Total Available Resources	\$ 2,243,916	\$ 2,047,243	\$ 2,057,123
<b>SPECIAL REVENUE FUNDS</b>			
Restricted Intergovernmental	\$ 404,739	\$ 575,470	\$ 411,845
Miscellaneous	<u>94,041</u>	<u>32,412</u>	<u>20,000</u>
Total Available Resources	\$ 498,780	\$ 607,882	\$ 431,845
<b>TOTAL BUDGETED REVENUES &amp; OTHER FINANCING SOURCES:</b>			
Taxes	\$ 20,835,224	\$ 22,315,000	\$ 22,192,839
Unrestricted Intergovernmental	11,482,720	11,593,425	10,979,000
Restricted Intergovernmental	2,762,151	4,212,945	4,879,190
Charges for Services	36,978,452	37,173,149	35,604,131
Lease	616,078	730,000	760,000
Miscellaneous	2,710,182	2,117,985	794,822
Refunding Bonds Issued	230,000	-	-
Fund Balance Appropriated	-	1,760,000	870,462
Transfers From Other Funds	<u>6,319,560</u>	<u>5,630,850</u>	<u>6,059,387</u>
Total Available Resources	<u>\$ 81,934,367</u>	<u>\$ 85,533,354</u>	<u>\$ 82,139,831</u>

	<b>FY2018-19 ACTUAL</b>	<b>FY2019-20 ESTIMATE</b>	<b>FY2020-21 ADOPTED</b>
<b>EXPENDITURES:</b>			
<b>GENERAL FUND/CAPITAL RESERVE FUND</b>			
General Government	\$ 6,311,111	\$ 10,185,199	\$ 9,758,261
Public Safety	16,289,296	18,144,989	17,120,476
Transportation	5,853,646	7,120,454	7,715,576
Environmental Protection	1,661,728	1,825,848	2,007,570
Culture and Recreation	2,701,826	2,551,724	1,922,461
Community/Economic Dev	2,801,602	2,787,891	2,371,083
Education	40,000	40,000	40,000
Debt Service	1,482,763	1,609,950	1,570,984
Transfers To Other Funds	3,763,828	3,073,678	5,335,348
Payment to Refund Bond Escrow Agent	230,000	-	-
Total Expenditures	\$ 41,135,800	\$ 47,339,733	\$ 47,841,759
<b>WATER &amp; SEWER FUND/CAPITAL RESERVE FUND</b>			
Water & Sewer	\$ 18,186,344	\$ 22,961,000	\$ 21,226,847
Debt Service	3,923,962	4,212,775	4,801,500
Transfers To Other Funds	480,083	414,992	509,212
Total Expenditures	\$ 22,590,389	\$ 27,588,767	\$ 26,537,559
<b>TRANSIT FUND</b>			
Mass Transit	\$ 1,412,985	\$ 1,480,500	\$ 1,487,545
Total Expenditures	\$ 1,412,985	\$ 1,480,500	\$ 1,487,545
<b>FIBRANT COMMUNICATIONS FUND/CAPITAL RESERVE FUND</b>			
Fiber Optic Network	\$ 1,942,231	\$ 750,000	\$ 793,317
Debt Service/Debt Refunding	3,640,075	3,230,812	2,990,683
Total Expenditures	\$ 5,582,306	\$ 3,980,812	\$ 3,784,000
<b>STORMWATER UTILITY FUND/CAPITAL RESERVE FUND</b>			
Environmental Protection	\$ 1,545,250	\$ 1,350,000	\$ 1,842,296
Transfers to Other Funds	137,262	153,890	214,827
Total Expenditures	\$ 1,682,512	\$ 1,503,890	\$ 2,057,123
<b>SPECIAL REVENUE FUNDS</b>			
Community/Economic Dev	\$ 491,572	\$ 399,433	\$ 394,215
Debt Service	39,288	39,499	37,630
Total Expenditures	\$ 530,860	\$ 438,932	\$ 431,845
<b>TOTAL BUDGETED EXPENDITURES</b>			
General Government	\$ 6,311,111	\$ 10,185,199	\$ 9,758,261
Public Safety	16,289,296	18,144,989	17,120,476
Transportation	5,853,646	7,120,454	7,715,576
Environmental Protection	3,206,978	3,175,848	3,849,866
Culture and Recreation	2,701,826	2,551,724	1,922,461
Community/Economic Dev	3,293,174	3,187,324	2,765,298
Education	40,000	40,000	40,000
Water & Sewer	18,186,344	22,961,000	21,226,847
Mass Transit	1,412,985	1,480,500	1,487,545
Fiber Optic Network	1,942,231	750,000	793,317
Debt Service/Debt Refunding	9,086,088	9,093,036	9,400,797
Transfers To Other Funds	4,381,173	3,642,560	6,059,387
Total Expenditures	<u>\$ 72,704,852</u>	<u>\$ 82,332,634</u>	<u>\$ 82,139,831</u>

## SUMMARY OF CAPITAL EXPENDITURES

The City defines capital expenditures as facilities maintenance and the purchase of vehicles, equipment, and software which individually amounts to a value in excess of \$5,000 for budgetary purposes and an expected life of more than one year. The following table summarizes capital expenditures by fund:

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
Total General Fund	\$ 3,577,470	\$ 788,777	\$ 788,777
Total General Fund Capital Reserve Fund	4,082,644	1,717,547	1,717,547
Total Water & Sewer Fund	500,000	300,000	300,000
Total Water/Sewer Capital Reserve Fund	682,808	427,229	427,229
Total Mass Transit Fund	640,000	300,000	300,000
Total Stormwater Capital Reserve Fund	147,611	3,399	3,399
Total All Funds	<u>\$ 9,630,533</u>	<u>\$ 3,536,952</u>	<u>\$ 3,536,952</u>

## REVENUE ASSUMPTIONS FOR FY2020-21

### General Fund Revenue

#### Taxes:

**Property Taxes** – Property tax values are provided by the Rowan County Tax Assessor’s Office. The Office projects a slight growth in the tax base. An uncollectable rate of 3% was used based on estimates related to COVID-19.

**Prior Year Property Taxes** - Based on historical trends adjusted by the size of the 2019 property tax receivable balance projected as of June 30, 2020 adjusted for the economy.

**Interest on Delinquent Taxes** - Based on historical trends.

**Vehicle Tax** – Based on number of vehicles inside City Limits.

**Other Taxes** - Based on historical trends.

#### Intergovernmental (Restricted and Unrestricted):

**Federal** - Based on anticipated and existing grants. The two largest grants are CMAQ grants to fund sidewalks and bike lanes. The City was awarded SAFER Grant covering 3 full years for 9 fire positions, FY2020-21 is year 2.

**State** - Based on FY2020-21 state shared receipts plus anticipated state grants. The City receives funding for street maintenance through the Powell Bill Fund, which is allocated based on population and city-maintained street mileage (see graph on page 1-9).

**Local Option Sales Tax** - Based on estimates provided by the North Carolina League of Municipalities and last year's sales data (see graph on page 1-9). No increase budgeted due to COVID-19.

**Other** - Based on payment in lieu of taxes from the Housing Authority (see graph on page 1-10).

#### Charges for Services:

**Environmental Protection** - Based primarily on existing user charges for recycling, landfill tipping fees, and garbage collection.

**Culture and Recreation** - Based on projected activities, participation, and fee levels.

**Code Services Fees** – Based on historical trends.

**Public Safety** - Based on historical trends for the revenues derived from police and fire protection and charges for radios and pagers to public agencies within the area (see graph on page 1-10).

**Cemetery** - Based on historical trends.

**Radio Antenna and Paging Rentals** – Based on historical trends.

**Rentals and Sale of Property** - Based on historical trends (see graph on page 1-10).

**Licenses and Permits** – Based on historical trends for rental vehicle license and beer and wine license. (see graph on page 1-9).

**Administrative Revenue** - Based on estimated expenditures for services provided by General Fund departments that are reimbursed by the Enterprise Funds. These expenditures are the sum of the estimated percentage of time each General Fund department expends on behalf of the Enterprise Funds multiplied by the departmental budget. This transfer amount is calculated by an outside every two years.



**Community Services** – Based on historical trends with fees related to development and zoning.

**Other** - Based on historical trends.

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2020-21.

**Donations** - Based on historical trends and anticipated donations.

**Other** - Based on historical trends (see graph on page 1-10).

**General Fund Capital Reserve Fund Revenue**

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2020-21.

**Other** - Based on historical trends.

**Other Financing Sources:**

**Proceeds from Capital Leases** – No revenues anticipated in FY2020-21.

**Operating Transfer from General Fund** - Funding based on vehicle, radio, and computer replacement schedules that the General Fund will place in reserve for future vehicle, radio, and computer purchases.

**Water and Sewer Fund Revenue**

**Operating Revenues:**

**Charges for Services** - Based on estimates using historical volumes, trends, projections, and revised rates based on a comprehensive rate review completed in April 2020.

**Water and Sewer Taps** – Based on the projected taps to be completed in FY2020-21.

**Nonoperating Revenues:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2020-21.

**Miscellaneous Revenues** - Based on historical trends.

**Water and Sewer Capital Reserve Fund Revenue**

**Miscellaneous:**

**Interest Earned on Investments** - Based on estimated cash balances and interest rates during FY2020-21.

**Other Financing Sources:**

**Operating Transfer from Water and Sewer Fund** - Funding based on vehicle and computer replacement schedules that the Water and Sewer Fund will place in reserve for future vehicle and computer purchases.

**Transit Fund Revenue**

**Operating Revenues:**

**Charges for Services** - Based on estimates using historical ridership, trends, and current fare structure.

**Nonoperating Revenues:**

**Intergovernmental** - Based on estimates provided by the State of North Carolina.

**Other Financing Sources:**

**Operating Transfer from General Fund** - The amount of subsidy that the General Fund will provide the Transit Fund during FY2020-21.

**Special Revenue Funds Revenue**

**Intergovernmental:**

**Federal** - Based on an estimate provided by the U.S. Department of Housing and Urban Development.

**Miscellaneous:**

**Other** - Based on anticipated program income.

**Fibrant Communications Fund Revenue**

**Miscellaneous:**

**Lease Revenue:** Based on revenue projections from HotWire Communications outlined in contract beginning September 21, 2018.

**Fibrant Communications Capital Reserve Fund Revenue**

This Fund was closed during FY19 due to the lease agreement with HotWire Communications beginning September 21, 2018.

## Stormwater Fund Revenue

### Operating Revenues:

**Charges for Services** - Based on estimates for customers and charges from the Stormwater Funding Plan.

## Stormwater Capital Reserve Fund Revenue

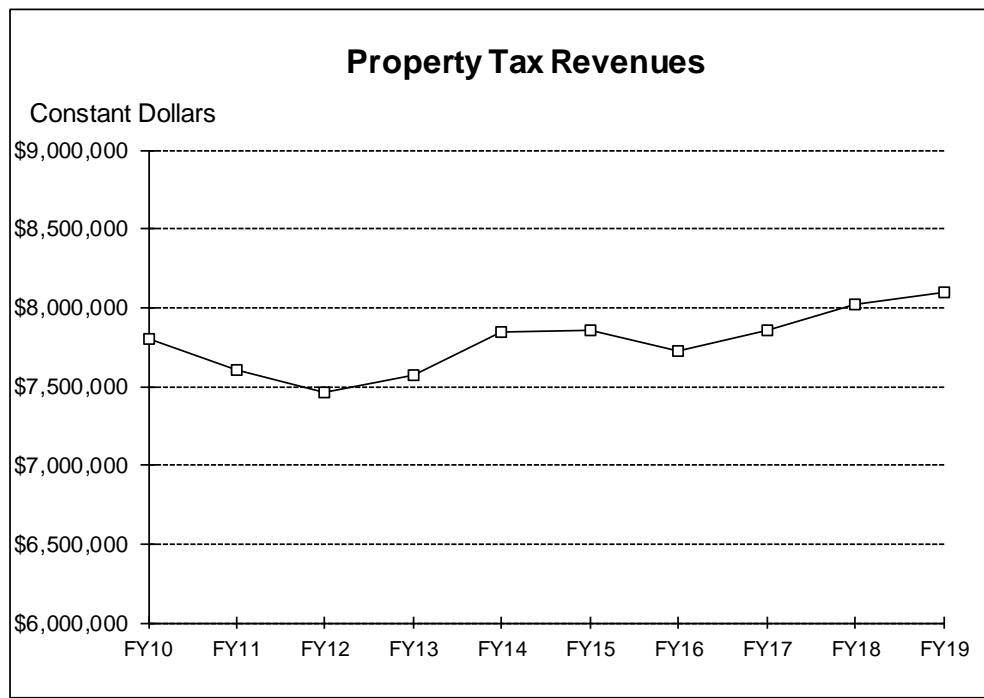
### Other Financing Sources:

**Operating Transfer from Stormwater Fund** - Funding based on vehicle and computer replacement schedules that the Stormwater Fund will place in reserve for future vehicle and computer purchases.

## TREND MONITORING

As noted previously, many revenues are budgeted based on historical trends. Trend monitoring is an essential element in the budgeting process for the City of Salisbury. Revenue information by line item is available for the current fiscal year, along with actual revenues for the past two fiscal years. The information is then evaluated based on past trends in conjunction with current estimates.

Trend factors are translated into indicators, which are then converted into graphs. As shown below, the graph has a warning sign that can necessitate appropriate action from the City. As shown in the graph, the City experienced growth in property tax revenues until FY11 when the results of the last recession begin to impact the growth of property values.

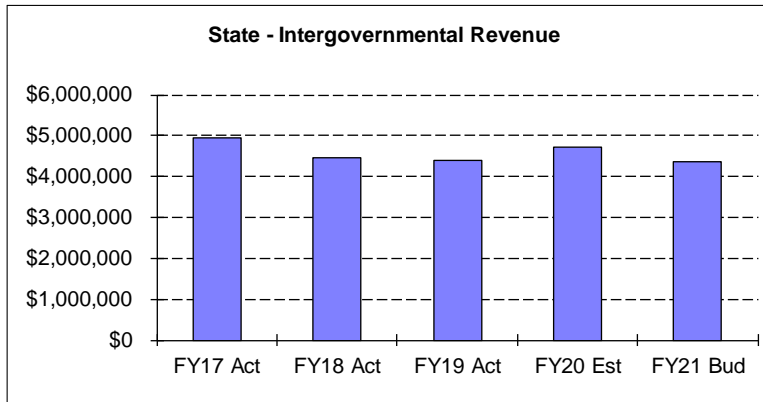


### WARNING TREND:

Decline in property tax revenues (constant dollars)

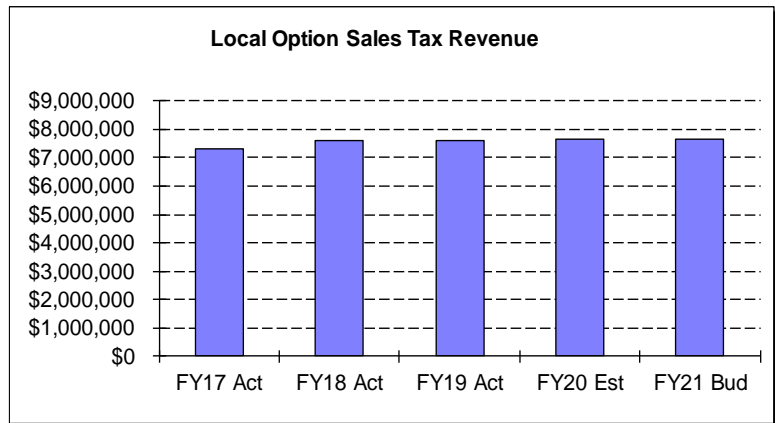
## OTHER REVENUE TRENDS

The following graphs are two of the other major revenue sources for the General Fund.

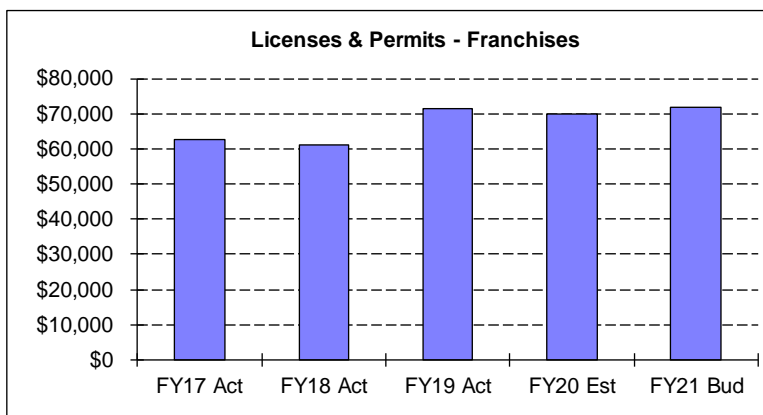


State intergovernmental revenue is comprised to state-shared receipts and grants.

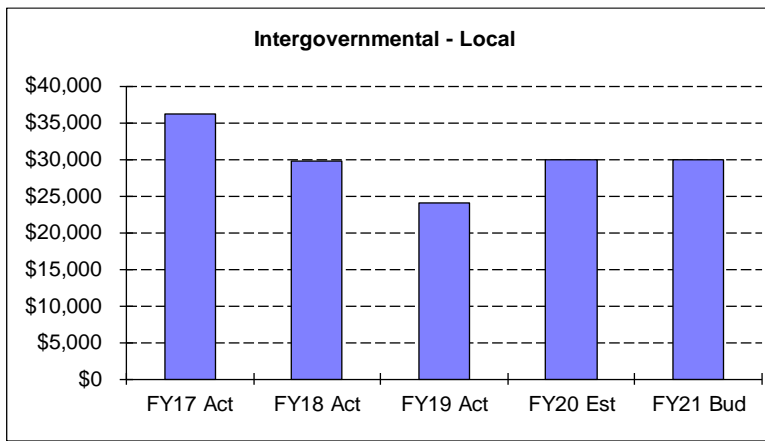
Local option sales tax revenue is based on the 1% and ½% local option sales tax. Based on the current economic forecasts, revenues have been increasing at modest pace. FY21 includes no growth due to uncertainty caused by COVID-19.



The following graphs depict major revenue sources that are based on historical trends. Each graph has a brief description of that particular revenue source along with an analysis of the trends.

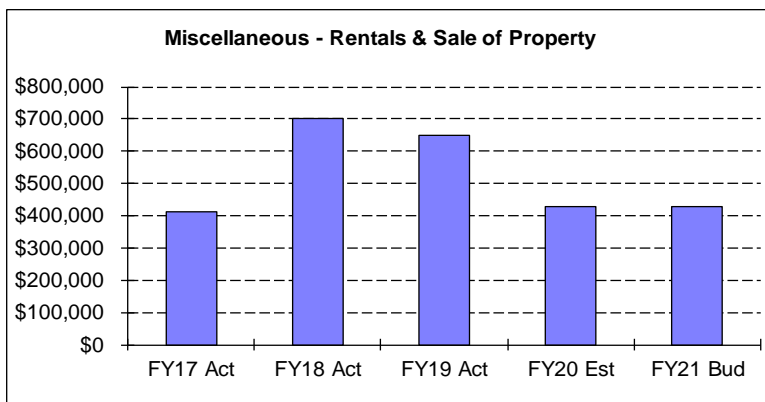
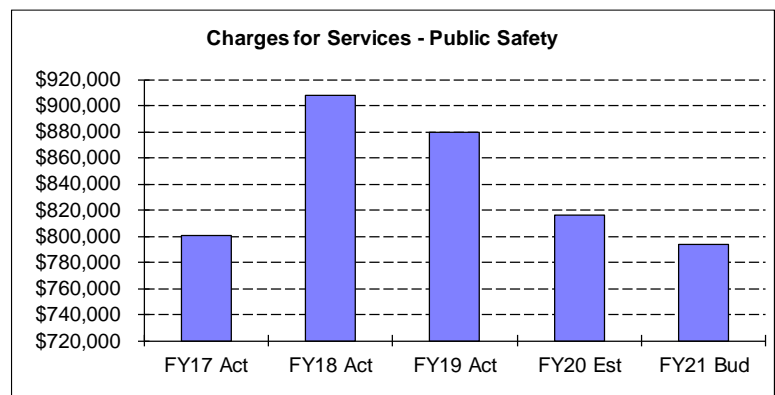


Permit revenues are based rental vehicle licenses and beer and wine licenses within the City. Rental Vehicle licenses were first realized in FY11 and have continued to be at the same consistent level each year thereafter.



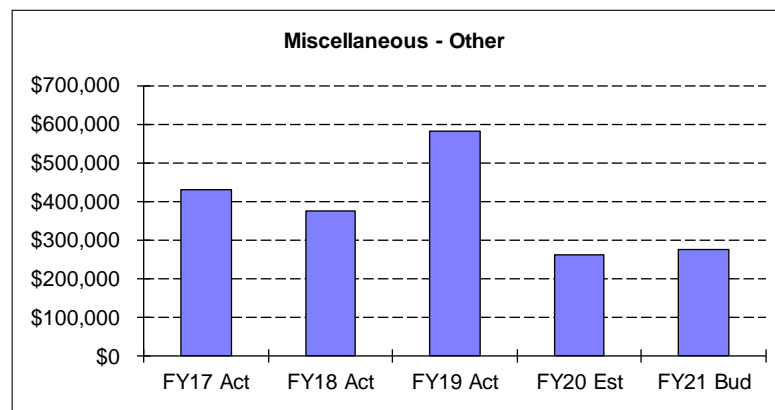
Local intergovernmental revenues are from the Salisbury Housing Authority. This revenue is payment in lieu of taxes as partial compensation for the property tax for which the agency is exempt.

Revenues from public safety charges for services are derived from police and fire protection, and charges for radios and pagers to public agencies within the area.



Rental revenue, both residential and commercial, from the Plaza continues to increase. Other revenue sources for this category include sale of assets, sale of materials, and the rental of Hurley Park. FY18 shows an increase in the sale of assets due to a backlog of surplus property.

Other miscellaneous revenue is subject to significant fluctuation due to General Fund donations and miscellaneous revenue. FY19 includes an increase in donations, including one for Hurley Park for grounds improvements.



## **FINANCIAL MANAGEMENT AND BUDGET PROCESS**

### **FINANCIAL MANAGEMENT PROGRAM**

The City's financial management program continues to provide the citizens of the City with an approach which has served to enhance the City's excellent financial position by:

1. Investing all available funds not needed on a daily basis in order to maximize interest earnings.
2. Allocating City resources only to program areas that meet community needs.
3. Monitoring these program areas to ensure they are carried out within authorized levels.

### **FINANCIAL MANAGEMENT SYSTEMS**

#### **FUND ACCOUNTING**

Governmental accounting systems should be organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts, recording cash and other financial resources together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or obtaining certain objectives in accordance with special regulations, restrictions, or limitations. Thus, a governmental unit is a combination of several distinctly different fiscal and accounting entities, each having a separate set of accounts and functions.

The budgeted funds are as follows:

#### **Governmental Fund Types**

Governmental funds are those through which governmental functions typically are financed. The acquisition, use, and balances of the government's expendable financial resources and the related current liabilities, except those accounted for in the proprietary fund, are accounted for through governmental funds. The governmental fund measurement focus is based upon determination of financial position and changes in financial position (sources, usage, and balances of financial resources), rather than upon net income determination. The statement of revenues, expenditures, and changes in fund balance is the primary governmental fund operating statement.

**General Fund** – The General Fund is the general operating fund of the City. The General Fund accounts for all financial resources except those that are required to be accounted for in another fund. The primary revenue sources are ad valorem taxes, governmental grants, and various other taxes and fees. The primary expenditures are for public safety, street maintenance and construction, sanitation services, parks and recreation, and economic development. An equipment replacement subfund for the General Fund is maintained for accounting and budgeting purposes. For financial reporting purposes, this subfund has been consolidated into the General Fund.

**Special Revenue Fund** - Special revenue funds account for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City maintains one Special Revenue Fund, a Community Development Fund.

#### **Proprietary Fund Types**

Proprietary funds are used to account for a government's ongoing organizations and activities which are similar to those found in the private sector. All assets, liabilities, equity, revenues, expenses, and transfers relating to the government's business and quasi-business activities (where net income and capital maintenance are measured) are accounted for through proprietary funds. The generally accepted accounting principles used here are those applicable to similar businesses in the private sector, and the measurement focus is upon determination of net income, financial position, and cash flows.

**Enterprise Funds** - Enterprise funds are used to account for business-type activities in which fees are charged to the customers to help cover all or most of the cost of the services provided. The enterprise funds include the Water and Sewer Fund, Fibrant Communications Fund, Stormwater Utility Fund and Transit Fund. An equipment replacement subfund for Water and Sewer and for Stormwater Utility is maintained for accounting and budgeting purposes.

## **BASIS OF ACCOUNTING**

In accordance with North Carolina General Statutes, all funds of the City are maintained during the year using the modified accrual basis of accounting.

Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Expenditures are recorded when the related fund liability is incurred, except for principal and interest on general long-term debt, claims and judgments, and compensated absences, which are recognized as expenditures to the extent they have matured. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources.

The City considers all revenues available if they are collected within 90 days after year-end, except for property taxes. Ad valorem taxes receivable are not accrued as revenue because the amount is not susceptible to accrual. At June 30, taxes receivable are materially past due and are not considered to be an available resource to finance the operations of the current year.

Until FY2014, Rowan County was responsible for billing and collecting the property taxes on registered vehicles on behalf of all municipalities and special tax districts in the county, including the City of Salisbury. In FY2014, North Carolina implemented the Tag and Tax Together program – a more streamlined method for vehicle owners to pay their registration and vehicle taxes. Annual registration fees and vehicle property taxes will be paid to the Division of Motor Vehicles (DMV). In turn, the DMV will distribute the taxes to the appropriate counties.

Sales taxes and certain intergovernmental revenues, such as the utilities franchise tax, collected and held by the State at year-end on behalf of the City, are recognized as revenue. Intergovernmental revenues and sales and services are not susceptible to accrual because generally they are not measurable until received in cash. Grant revenues, which are unearned at year-end, are recorded as deferred revenues. Under terms of grant agreements, the City funds certain programs with combination of specific cost-reimbursement grants, categorical grants, and general revenues. Thus, when program expenses are incurred, there are both restricted and unrestricted net assets available to finance the program. It is the City's policy to first apply general revenues, followed by categorical block grants, and then cost-reimbursement grants.

The Proprietary Funds are accounted for using the economic resources measurement focus. The generally accepted accounting principles used in these funds are similar to those applicable to private sector businesses where the focus is upon determination of net income, financial position, and cash flows.

The basis of accounting determines when the revenues and expenditures or expenses and the related assets and liabilities are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

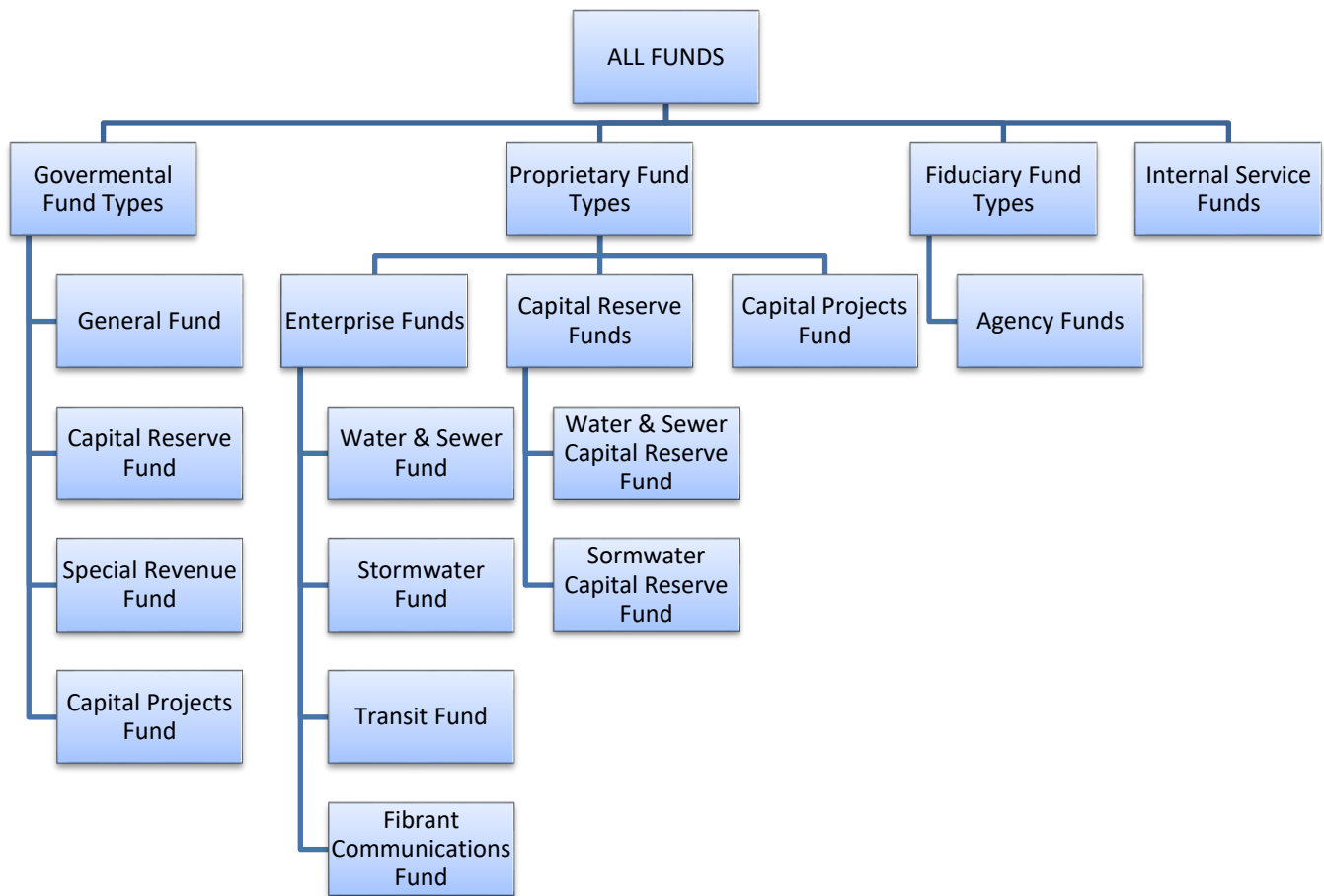
The Enterprise Funds reimburse the General Fund for expenditures made on its behalf in the central services departments (i.e., Human Resources, Management Services, Fleet, and Risk Management). The General Fund pays the Water and Sewer Fund for its normal billable charges. These types of transactions are considered to be quasi-external transactions and are recorded as revenues and expenses in the appropriate funds.

## **BASIS OF BUDGETING**

The City's budgets are adopted as required by the North Carolina General Statutes. An annual budget ordinance is adopted for the General, Special Revenue, and Enterprise funds. All annual appropriations lapse at fiscal yearend. Project ordinances are adopted for the Capital Project Fund and Enterprise Fund Capital Projects Fund, which are consolidated with the operating funds for reporting purposes. These appropriations continue until the project is completed. All budgets are prepared using the modified accrual basis of accounting. Expenditures may not legally exceed appropriations at the functional level for all annually budgeted funds and at the object level for the multi-year funds. Budget Ordinances are required for any revisions that alter total expenditures of any fund. All ordinances must be approved by the City Council. The annual budget ordinance must be adopted by July 1 of the fiscal year or the City Council must adopt an interim budget that covers that time until the annual ordinance can be adopted.

The City's budget is developed on the modified accrual basis as explained previously. Budgets for the General Fund and Special Revenue Fund are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). Budgets for the Enterprise funds are adopted on a basis consistent with GAAP except that bond

proceeds and contributed capital are treated as other financing sources, bond principal payments and additions to fixed assets are treated as expenditures, depreciation expense is not budgeted, and no accruals are made for interest expense and vacation pay.





## **FINANCIAL MANAGEMENT POLICIES**

### **INVESTMENT POLICY**

The City's investment policy is to minimize credit and market risks while maintaining a competitive yield on its portfolio. Accordingly, deposits were either insured by federal depository insurance or collateralized. Salisbury City Council has approved this policy.

#### **Policies**

- Always consider the risk factor of an investment
- Maintain liquidity in the investment portfolio at all times
- Consider yield only after risk and liquidity are assured
- Only purchase investments that can be perfected
- No purchase of derivatives
- Use only brokerages with offices in Salisbury
- Maintain a mix of investments with no over-reliance on a single type of investment
- Avoid long term investments
- Always purchase investments with the intent to hold to maturity
- Investments are made with available cash that is in excess of amounts needed to meet current disbursement needs
- Investments are competitively bid
- All investments require the approval of two authorized employees to complete the transaction

#### **Investments Used By City**

- US fully guaranteed investments
- NC State Banks' and Savings and Loan Associations' CDs, NOWS, SuperNow, Shares, and Deposits in Savings
- Obligations of the Federal Farm Credit Bank, the Federal Home Loan Banks, the Federal Home Loan Mortgage Corporation, and the Government National Mortgage Association
- Prime quality commercial paper and bankers' acceptance
- North Carolina Capital Management Trust

#### **Custodial Risk Assumed By City**

- GAAP requires that governments classify their investment's custodial risks into categories with least risk being Category 1 and highest risk being Category 3.
- Category 1 includes investments that are insured or registered, or for which the securities are held by the City or its agent in the City's name.
- All City investments are purchased and held as Category 1 investments.

## **FISCAL POLICIES**

### **Revenue Policy**

1. The cumulative increase of revenue from the levy of property tax will not exceed five (5) percent from the preceding year. The increase excludes: taxable value gained through annexation; the taxable value gained through new construction; tax increases mandated by the voters, courts, State, or federal governments.
2. The City will project revenues for five (5) years and will update the projections annually prior to the beginning of the preparation of the annual budget.
3. The City will utilize user charges in lieu of ad valorem taxes for services that can be individually identified and where the costs are directly related to the level of service:
  - a) Recreational programs will be funded from user charges for all programs in which it is practical to charge. User charges should represent at least 15% of the total recreational budget.
  - b) Cemetery activities should be partially funded from user charges. User charges should represent at least 50% of the total Cemetery budget.
  - c) Waste Management Division's cost to use the County's landfill will be recovered completely from users.
  - d) User charges will pay for the cost of operating a recycling program.
  - e) The user charge fees for water and sewer will be sufficient to finance all operating, capital, and debt service costs for the Water and Sewer Fund.
4. All City charges and fees will be reviewed and updated annually.



### **Operating Budget Policy**

1. Current operating revenues will be sufficient to support current operating expenditures.
2. Debt or bond financing will not be used to finance current expenditures.
3. For programs with multiple revenue sources, the City will adhere to the revenue spending policy. The Finance Officer will use resources in the following hierarchy: bond proceeds, federal funds, state funds, local non-city funds, city funds.
4. Annually recurring revenues will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay).
5. The City will develop a program to replace all information systems hardware at least once every four years.
6. The City will establish a Capital Replacement Fund for the replacement of vehicles, information systems hardware, and radio equipment. The Fund will purchase the equipment and lease it back to the appropriate department over its useful life. These lease payments will create a sinking fund to be utilized to purchase new equipment to replace the existing one.
7. The City will establish a Risk Management Program to provide for protection against loss and a reduction in exposure to liability. The City will establish a safety program to minimize the City's exposure to liability and thereby reduce the number of claims against the City.
8. The City will avoid budgetary practices that balance current expenditures at the expense of meeting future year's expenses.
9. The City will only use one-time revenues for the funding of capital improvements or other non-recurring expenditures.

### **Capital Improvement Policy**

1. The City will prepare and adopt a ten-year Capital Improvement Program which will detail each capital project, estimated cost, description, and funding source.
2. Operating expenditures will be programmed to include the cost of implementing the Capital Improvement Program and providing all manpower, operating costs, and capital outlay required.
3. The City will prepare and update annually a resurfacing and replacement policy for street and sidewalk improvements.

### **Accounting Policy**

1. The City will establish and maintain the accounting systems according to the generally accepted principles and standards of the Government Accounting Standards Board (GASB) and the National Committee on Governmental Accounting.
2. An annual audit will be performed by an independent public accounting firm which will issue an official opinion on the annual financial statements, with a management letter detailing areas that need improvement (if required).
3. Full disclosure will be provided in the financial statements and bond representation.
4. Financial systems will be maintained to monitor expenditures and revenue on a monthly basis with a thorough analysis and adjustment (if required).
5. Interfund loans are authorized according to the resolution adopted by City Council on November 17, 2009.
6. All revenue collections will be consolidated under the City's Finance Department.
7. The City will continue to obtain the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from the GFOA.

### **Debt Policy**

1. Capital projects, financed through the issuance of bonds, shall be financed for a period not to exceed the expected useful life of the project.
2. The general obligation debt of the City will not exceed eight (8) percent of the assessed valuation of the taxable property of the City.
3. Interest, operating and/or maintenance expenses will be capitalized only for facilities or enterprise activities and will be strictly limited to those expenses incurred prior to actual operating of the facilities.
4. Interfund loans will be made as needed according to the Resolution approved by the City Council. The interest rate for those loans requiring the repayment with interest was revised as of June 30, 2011, to 1% which is reflective of what the City can currently earn on investments.

### **Reserve Policy**

1. The City maintain the unreserved fund balance of at least 25% of the General Fund Operating Budget. These funds will be used to avoid cash flow interruptions, generate interest income, reduce need for short-term borrowing and assist in maintaining an investment grade bond rating.
2. The City will maintain a two-to-one ratio of total current assets over total current liabilities in the Water and Sewer Utility Fund.

## **BUDGETS AND BUDGETARY ACCOUNTING**

Budgetary control is an essential element of governmental accounting and reporting. The City Council is required by state law to adopt an annual balanced budget for all funds except for the fiduciary funds and to utilize "encumbrance accounting" as defined in the statutes. Budgetary control is maintained at the departmental level by the encumbrance of estimated purchase amounts prior to the release of purchase orders to vendors. Purchase orders which result in an overrun of departmental balances are not released until additional appropriations are made available. Open encumbrances lapse at year end and are reinstated against the subsequent year's appropriation. They are shown as a reservation of fund balance in the Comprehensive Annual Financial Report. Appropriations are made at the departmental level and amended as necessary. A portion of fund balance may be appropriated to balance a fund's budget. All annual appropriations lapse at year end.

The City follows these procedures in establishing the budgetary data:

1. Prior to June 1, the City Manager submits to the City Council a proposed operating and capital budget for the fiscal year commencing the following July 1. The budget includes proposed expenditures and the means of financing them.
2. A public hearing is conducted to obtain taxpayer comments.
3. Prior to June 30, the budget is legally enacted through passage of an ordinance.
4. The City Manager is authorized to transfer budgeted amounts between departments; however, any revisions that alter the total expenditures of any fund must be approved by the City Council.
5. Formal budgetary integration is employed as a management control device during the year for the General Fund, special revenue funds, and enterprise funds. Budgetary performance can be quantitatively measured and accounted for throughout the year.

## **GOAL SETTING AND BUDGETARY PROCESS**

The City Council and Management Team meet at an annual Budget Retreat held for the purpose of establishing goals and priorities for the City's Budget.

In preparation for this Retreat, the City's Finance Staff contracted with a consultant to prepare a comprehensive 10-Year Capital Improvement Plan (CIP) for both the General Fund and the Water and Sewer Fund. The CIP helps guide funding priorities in the upcoming city budget. Due to the financial uncertainties related to COVID-19, the FY2021-2030 CIP was discontinued until a later date. Only the Water Sewer Fund CIP was prepared.

Additionally, the City's Management Team meets with the City's Boards and Commissions for goal setting sessions and with their own department to clarify and establish goals. Goals from the Boards and Commissions are presented to City Council to request city funding.

Each department manager begins considering the personnel needed, operational costs, and capital outlay associated with performing the goals as set forth by City Council. Budget staff prepare and have available on the City's server budgetary request forms in accordance with the Budget Calendar.

Upon return of the completed forms and departmental input of budget requests, the City Manager and Budget Team meet with each member of the City's Management Team to review his respective budget requests and justifications. The City Manager and Budget Team then evaluate each department's request for personnel, operational items, and capital outlay. The evaluation process is detailed and time-consuming. For each department, every line item justification is reviewed in light of the departmental goals and needs. Any additional personnel must be justified by the department and then assessed by Human Resources and Finance for need and appropriate staffing. Operational items are usually held to an increase no greater than that of the inflation rate.

A large impact on budgetary dollars is the amount spent on capital outlay. All departments submit a ten-year capital improvement program with each item justified and ranked as to priority. Every capital outlay item is reviewed regarding need and whether the capital acquisition assists in accomplishing the stated goals. The budget document is then assembled using a file downloaded from the financial system and combined with personal computer spreadsheets and word processing files.

The Budget Message is prepared by the City Manager with highlights of the major budgetary discussions with supporting analyses for his recommendations.

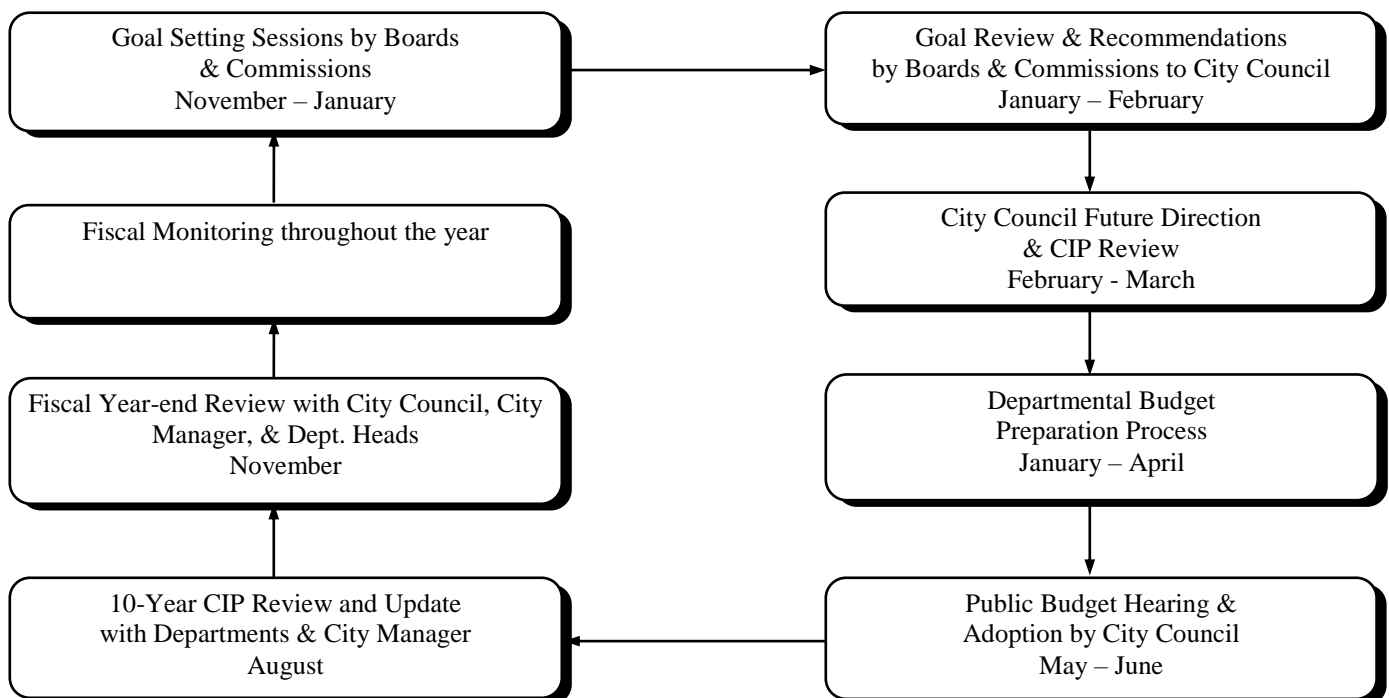
The availability of the budget document, before and after adoption, is made known through published newspaper notices and announcements at regularly scheduled Council meetings. Additionally, the recommended and adopted budget document is accessible for downloading through the City's web site at [www.salisburync.gov](http://www.salisburync.gov).

The City Manager submits the budget to City Council and, after proper public notice, the City Council conducts a public hearing and budget work sessions. The City Council then adopts the budget through the passage of an ordinance by June 30.

During the fiscal year, the City Manager holds quarterly meetings with the City's Management Team to discuss budget-to-actual variances, along with any unbudgeted expenses that have been identified after the budget adoption.

At this point, the cycle begins again for the budgetary process. The various Boards and Commissions meet for their goal setting sessions while the City is gathering input from its citizens via surveys and group meetings. The cycle is shown below.

#### GOAL SETTING/BUDGET CYCLE



**CITY OF SALISBURY**  
**FY2020-2021 BUDGET CALENDAR**

January 2020	Prepare personnel request forms; present staffing patterns and personnel request information	
	Prepare schedules for fixed operational costs	Finance
	Prepare FY2020-21 – 2029-30 Capital Improvement Program request forms	
January 2020	Vehicle Review Committee meeting for evaluation of vehicles	Fleet Manager and Purchasing Coordinator
1/29/20	Start of budget data entry	Management Team and Division Managers
	Complete all budget request forms no later than February 25, 2020	
1/30/20 - 1/31/20	Annual Retreat	Mayor, City Council, City Manager and Staff
2/25/20	Review of Specific Budget Proposals	Budget Team, Department Heads and Division Managers
2/1/20 - 2/28/20	Prepare FY2018-2019 year-end revenue estimates and FY2019-20 revenue estimates on all funds	Finance, Utilities Director, & Transit Director
3/3/20	Hold Public Hearing on the use of 2019-20 CDBG & HOME Funds	Community Planning Services Staff
4/11/20 - 4/30/20	Departmental budget cuts to balance budget	City Manager, Department Heads, Division Managers
5/19/20	City Manager to present recommended Budget to City Council	City Manager
5/20/20	Place ad in THE SALISBURY POST to advertise one time for public hearing	City Clerk
6/1/20	Public notice of Budget Work Session	City Clerk
6/2/20	First reading of 2019-2020 CDBG & HOME; hold Information Session for 2019-20 CDBG & HOME Funds	Community Planning Services Staff
6/2/20	Hold a public hearing on the FY2020-21 Budget	City Council
June 2020	Budget Work Session	Mayor, City Council, City Manager and Staff

**CITY OF SALISBURY**  
**FY2020-2021 BUDGET CALENDAR**

Before July 1, 2020	City Council to adopt Budget	City Council
July 2020	Report tax rate to Rowan County Tax Supervisor	City Clerk
Summer 2020	Brief Boards and Commissions Chairmen on Adopted Budget	Chairmen of City Boards and Commissions and appropriate City Staff



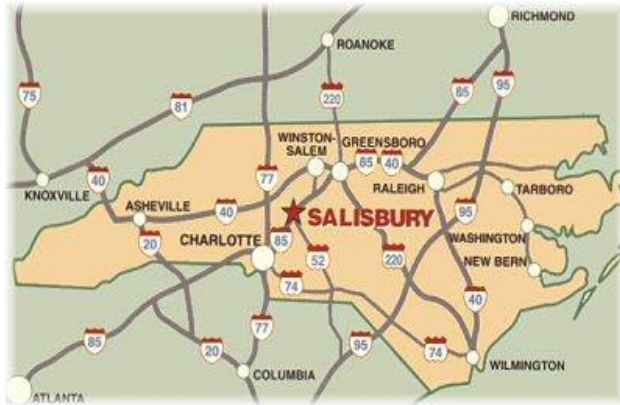




## FACTS AND INFORMATION ABOUT THE CITY OF SALISBURY, NORTH CAROLINA

### LOCATION

Salisbury, the county seat of Rowan County, is located in the heart of the beautiful Piedmont area, the industrial heart of the State. Salisbury is located midway between Charlotte and Winston-Salem, 296 miles from Atlanta, Georgia and 368 miles from Washington, D.C.



### CLIMATE

The climate of the Salisbury area is moderate, a definite advantage to those who live and work here. The massive mountains of Western North Carolina form a natural barrier against the cold east-west winds. While definitely southern in climate, Salisbury is far enough north and has sufficient altitude to escape the humid summers of many other southern regions. Extremes in climate are very rare and short-lived. In winter, the high temperature is about 53 degrees, with a low around 30 degrees. The total snowfall is normally about 3 inches each year. In the summer, the high averages about 88 degrees, with a low of 67 degrees.

### POPULATION

The population of the City of Salisbury has increased steadily during the past decade. This is due to both annexations and internal growth stimulated by the local economy. Population currently is estimated to be 34,463 based upon estimates from the North Carolina Office of State Planning.

### HISTORY

Scotch-Irish, who originally settled in Lancaster County, Pennsylvania, moved down the "Great Wagon Road" 435 miles to Trading Ford on the Yadkin River to become the first settlers in Rowan County.

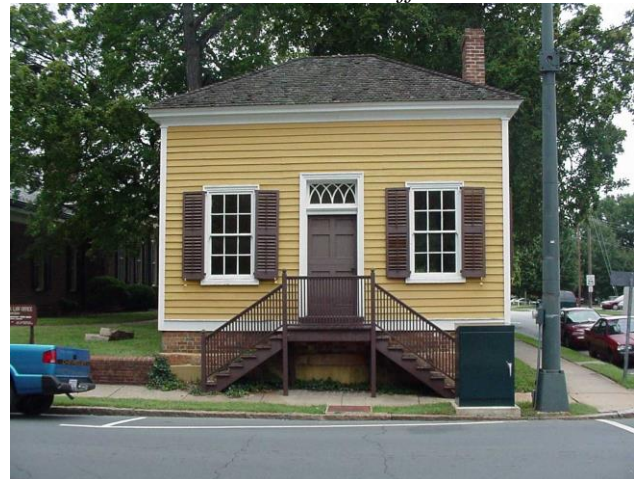
The County of Rowan was established in 1753. At this time, Rowan included all territory north to Virginia and east to what we know now as Guilford County and west to the mountains. Eventually, 26 counties were formed from Rowan. Rowan County was named for Matthew Rowan, acting governor for the colony in 1753.

The deed for Salisbury is dated February 11, 1755. The court center, called prior to this time Rowan Court House, was a bustling little village of seven or eight log cabins, a courthouse, jail and pillory, according to Governor Arthur Dobbs who visited here in late 1755.

The Court House dates to 1753 and contains deeds, marriages, and miscellaneous records of value. Papers formerly in the Clerk's Office, such as the early court minutes, are stored at the State Department of Archives in Raleigh. Familiar names in American history adorn these records.

Andrew Jackson, Archibald Henderson, William R. Davie, Daniel Boone, Lord Cornwallis, Richard Caswell and many other prominent local families such as the Barkleys, Hoovers, and Polks, all ancestors of presidents or vice-presidents, appear time and again in the deeds and court minutes of the county.

*Henderson Law Office*



Two years before the national Declaration of Independence and one year before the Mecklenburg Declaration of Independence, a group of patriotic citizens of Rowan County, serving as a Committee of Safety, adopted the Rowan Resolves on August 8, 1774, containing the pioneer element toward liberty

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and independence from Britain. These resolves reached the highest note of any passed in the colony in calling for the abolishment of the African slave trade and urging the colonies to "unite in an indissoluble union and association". These resolves are located in the state archives and are the only ones of the many passed in this period that are preserved.

So many legends and lifestyles have been passed down over the passage of time. Daniel Boone began his exploration of the Blue Ridge Mountains from here in Salisbury. Near the present-day library is the small office where Andrew Jackson studied law and was admitted to the bar before he moved westward.

For all the struggles and hardships our ancestors endured, they have provided Salisbury with character and a rich heritage.

### **GOVERNMENT**

The City of Salisbury's government is organized according to the Council-Manager form of government. The City Council, which formulates policy for the administration of the City, together with the Mayor, constitutes the governing body of the City. The five members are elected to serve two-year terms of office. The Mayor is elected from the five Council members. The Mayor presides at City Council meetings. Also, a Mayor Pro Tem is elected by City Council members from the five to serve as Mayor during their absence or disability.

The City Council appoints the City Manager to serve as the City's Chief Executive Officer. The City Manager is responsible for implementing the policies of the City Council, directing business and administrative procedures, and appointing departmental officers. At the present time, the City Manager is assisted by the Assistant City Manager and 13 departments: Administration, Business and Financial Services, Human Resources, Communications, Downtown Development, Fire, Police, Community Planning Services, Engineering, Public Works, Transit, Parks and Recreation, and Salisbury-Rowan Utilities. The City provides a full range of municipal services allowable under state law including law enforcement, fire protection, zoning and code enforcement, cemeteries, recreation centers and parks, street maintenance, sanitation, and water and sewer systems. The City provides broadband through a public-private partnership.

The City of Salisbury is a separate legal entity from Rowan County as permitted by the State of North Carolina. The City is independent of county

government but does provide some overlapping services such as police protection and recreational facilities. The County, not the City, is held responsible by state statutes to provide health and social services and court services.

### **UTILITIES**

Salisbury operates its own water and sewer system. The Yadkin River, which forms the northeast boundary of Rowan County, provides Salisbury with an abundant supply of good water. The average daily flow is nearly 2 billion gallons per day. The Salisbury water system, using the Actiflo high-rate clarification process, has a permitted treatment capacity of up to 24 million gallons per day. Average daily production during FY 2019 was 9.2 million gallons per day, with a peak daily production of 12.2 million gallons. An arterial system of distribution mains has been constructed to assure maximum fire protection to all parts of the service area.

The Salisbury water system supplies the following towns in Rowan County: Salisbury, Spencer, East Spencer, Granite Quarry, Rockwell, and China Grove. Service has been extended along major growth corridors and to a number of industrial sites well beyond the city limits. The water supply meets or exceeds all federal and state quality requirements.

Salisbury's two wastewater treatment facilities serve as the area's regional wastewater utility, which includes the towns of Landis, China Grove, Spencer, East Spencer, Granite Quarry, Faith and Rockwell. Total daily treatment capacity is 12.5 million gallons. Average daily treatment in FY 2019 was 8.8 million gallons per day.

The City began offering video, internet and voice services in 2010 through the city's broadband fund. In May 2018, with a voter referendum, these services are now offered through a public-private partnership with Hotwire Communications.

Other utilities are provided by Duke Energy, Piedmont Natural Gas, AT&T, Windstream, and Spectrum.

### **TRANSPORTATION**

Salisbury, nearly the geographic center of North Carolina, is located on Interstate Highway 85, 42 miles from Charlotte, 52 miles from Greensboro, and 39 miles from Winston-Salem. It is the crossroads of I-85, U.S. 29, 52, 70, 601 and N.C. 150. Over 7 million people live within 100 miles of



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Salisbury, 3.25 million within 50 miles. The seaports of Wilmington, Morehead City, Charleston, and Norfolk are less than a one-day truck haul away.

Mid-Carolina Regional Airport, three miles from downtown Salisbury, has a 5,800 ft. x 100 ft. paved and lighted runway. Hangar space and private plane servicing are available.

Two major commercial airports are within a one-hour drive of Salisbury – Charlotte-Douglas International (CLT) in Charlotte and Piedmont Triad International (PTI) in Greensboro. Additionally, these airports provide regular air passenger services to all parts of the United States via various airlines. There are also non-stop, international flight options available to Frankfurt, London, Rome, and San Juan, among other global destinations.

Greyhound provides bus service to Salisbury with daily arrivals and departures. Local bus service is provided by the City's Transit System.

*The Depot*



Amtrak provides rail transportation with service on the Piedmont and the Carolinian from New York City to Charlotte, North Carolina. Arrivals and departures are from the Historic Salisbury Station formally known as The Depot, a renovated station of the Salisbury Railroad Station Depot, originally built in 1908.

### **LODGING**

An ideal area for meetings and conventions, Salisbury has 12 hotels, with nearly 1,200 rooms, and two bed and breakfast establishments in our historic district.

### **EDUCATION**

Salisbury is home to four colleges. Catawba College was founded in Newton, North Carolina in 1851, and moved to Salisbury in 1925. Catawba has 30 buildings comprising a physical plant unsurpassed in

the East for a college of this size and style. It has a total enrollment of 1,325 Liberal Arts students and is affiliated with the United Church of Christ. U.S. News and World Report ranked Catawba 4th among Best Regional Colleges in the South for 2018. Livingstone College was founded in 1879 and has 1,150 Liberal Arts students. It is supported by the African Methodist Episcopal Zion Church. Rowan-Cabarrus Community College offers two-year educational programs leading to the associate's degree in applied science. In addition, one-year diploma programs are offered in five fields. There is a total enrollment of approximately 4,700 full-time students. The City is also home to Hood Theological Seminary, a private graduate school that prepares students for ministry and has grown to 300 students.

Novant Health Rowan Medical Center and Campbell University have a working agreement that establishes the hospital as a teaching hospital. The partnership includes training in the areas of primary care, family medicine, general surgery, OB/GYN, pediatrics, psychiatry, and other critical services with an emphasis on the unique needs of underserved communities.

In addition to the Salisbury-Rowan public school system, there are several private and church related schools.

### **ARTS AND ENTERTAINMENT**

The cultural atmosphere of the Salisbury area is significantly enriched by the outstanding programs of Catawba and Livingstone Colleges and the other colleges in the area. Each year the Catawba College Shuford School of Performing Arts brings a minimum of four musical events to Salisbury. Catawba's Theatre Arts Department offers several professional-type drama productions each year. Livingstone College also has a cultural series that brings artists to the community as well as an excellent drama group.

The Piedmont Players, a community little theatre organization, provides excellent entertainment as well as a chance to participate in both its acting and technical activities. They have completely restored the historic Meroney Theatre, built in 1905, for their home. The Piedmont Players presents five shows each season. The Norvell Theatre features plays cast entirely with children and youth. Many school groups attend plays at the Norvell every year. Piedmont Players has received an award at the annual North Carolina Theatre Conference for having the best community theatre in the state. The arts program has been further enhanced with the

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addition of the Lee Street Theatre and Performing Arts Center, a 9,000 square foot theatre.

The Salisbury-Rowan Symphony, consisting of musicians from the area, presents four concerts each season. In addition to participation in the regular concert series, the string quartet of the Salisbury Symphony visits the elementary schools to present programs. The object of this mini-concert series is to give the students some knowledge of music and famous composers.

Rowan-Cabarrus Community College participates in the North Carolina Visiting Artist Program. Each year a professional artist is employed and in residence at the college. Concerts and musical programs are provided regularly by many artists throughout the state as well as the Visiting Artist. In addition, Rowan-Cabarrus Community College sponsors a Folk Heritage Center, network for professional and local folk artists.

The Salisbury Sculpture Show is an annual event hosted by the City which provides an opportunity for local citizens and visitors to enjoy sculptures in Salisbury's historic downtown and on its four college campuses – Catawba College, Hood Theological Seminary, Livingstone College, and Rowan-Cabarrus Community College. In 2016, the Salisbury Sculpture Show received the Improving Quality of Life Award at the Centralina Council of Governments Region of Excellence Awards.

### **COMMUNITY FACILITIES**

Salisbury is served five days a week by The Salisbury Post. Three radio stations provide local programming. WBTV has a satellite newsroom located in Salisbury. Local reception provides coverage from all major networks in addition to cable television facilities.

A full-time, year-round parks and recreation staff offers activities for all city residents. In addition to organized activities, the City provides 28 park properties, an outdoor seasonal swimming pool and splash pad, a sports complex, and a large community park and athletic complex totaling 518 acres of parkland city wide.

In addition, the department provides many amenities for public enjoyment including four recreation facilities, eight tennis courts, one disc golf course, and five paved sections (5.2 miles) of the Salisbury Greenway.

A new teen center opened March 5, 2018, in the Miller Recreation Center on West Bank Street. Teens receive free membership cards when they sign up, which also gives them free access to city buses. The center offers a place to play pool, foosball, and video games. The members can also receive homework assistance, life skills training, and participate in other specialized programs.

### **PARK SYSTEMS**

Kelsey-Scott Park, City Park, and Salisbury Community Park are among the largest parks in our park system providing outdoor recreation and shelter reservations to the citizens of Salisbury. The Jaycee Sports Complex is a multi-use area with two ball fields, outdoor fitness equipment, and two outdoor basketball courts. City Park Recreation Center, Miller Recreation Center, Hall Gym, and the Salisbury Civic Center offer a variety of programs throughout the year and are also available for rentals.

The Salisbury Community Park and Athletic Complex opened in April 2001. Amenities at the 306 acre park include baseball/softball fields, soccer fields, picnic shelters, play structures, multiple hiking/biking trails, walkways, and an eight-acre lake suitable for fishing and equipped with a handicap accessible fishing pier.

*Ball field at the Community Park*



Hurley Park is a municipal garden which offers a unique collection of plants, native and ornamental, to the area. The park provides an educational experience as well as a pleasurable place to stroll and is reserved for weddings and other special events. The park celebrated its 30-year anniversary during the 2017-18 fiscal year.

The City will be adding a new park as part of a public private partnership in the downtown area in January 2021. Bell Tower Green Park will cover a full block in downtown Salisbury. It will have a large water fountain, flower beds and green space.

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### **SPECIAL EVENTS**

The year 2020 presented us with an unprecedented statewide state of emergency due to COVID-19 (coronavirus). Due to the executive orders given by the governor, many events have had to be postponed or canceled. At this time, it is unknown when the restrictions will be lifted and what events will be held as scheduled.

The Parks and Recreation Department offers a variety of special events throughout the year including: Father-Daughter Dance, Earth Day on the Greenway, Touch a Truck, Doggy Dip Swim, Middle School Prom, Movies in the Park, Fall Campouts, Halloween Fun Fest, 5K Run/Walk for the Greenway, Music at the Mural, Fur Fun 5K, Brown Bag Lunch Jam, New Year's Eve at the Bell Tower, Cheerwine Festival and Brunch with Santa. The department also assists Downtown Salisbury, Inc. (DSI) with their scheduled special events. In addition to special events, the department facilitates over 20 softball tournaments that bring players from throughout the southeast to the Salisbury Community Park and Athletic Complex.

Downtown Salisbury Inc. has 17 events in the Downtown area that bring thousands of residents together for a fun filled evening. The City of Salisbury, in partnership with Cheerwine, has hosted the Cheerwine Festival in May. The event began with the 100<sup>th</sup> birthday of Cheerwine in 2017, and the event has grown to over 50,000 visitors in downtown Salisbury enjoying live music, food vendors, shopping, local craft vendors, and family-friendly activities. This event was held virtually on May 16, 2020.

*Cheerwine Festival*



### **MISCELLANEOUS STATISTICS**

Public Safety:		Regional Utilities Department:	
Number of Fire Stations	6	Number of Customers	19,017
Number of Police Stations	1	Miles of Water Line	449
Recreation Facilities:		Miles of Sewer Line	418
Number of Parks	28	Area - Square Miles	21.8
Number of Recreation Centers	4	Miles of Streets	173.23
Number of Tennis Facilities	1	Number of Cemeteries	7
Number of Acres	518		
Greenway Miles	5.2		



Fiscal Year Ended June 30,	ASSESSED VALUE OF TAXABLE PROPERTY For the Last Ten Fiscal Years				Tax Rate
	Real Property	Personal Property	Public Service Property	Total	
2021	<sup>1</sup>			\$3,152,143,472	\$0.7196
<b>2020</b>	<b>\$2,467,759,070</b>	<b>\$595,606,905</b>	<b>\$80,096,479</b>	<b>\$3,143,462,454</b>	<b>\$0.7196</b>
2019	\$2,213,404,065	\$580,679,857	\$76,103,757	\$2,870,187,679	\$0.7196
2018	\$2,200,909,996	\$571,100,802	\$72,407,318	\$2,844,418,116	\$0.7096
2017	\$2,190,395,512	\$581,933,147	\$70,460,904	\$2,842,789,563	\$0.6720
<b>2016</b>	<b>\$2,188,918,181</b>	<b>\$552,224,799</b>	<b>\$69,437,235</b>	<b>\$2,810,580,215</b>	<b>\$0.6600</b>
2015	\$2,192,253,039	\$572,732,078	\$62,228,883	\$2,827,214,000	\$0.6569
2014	\$2,185,868,793	\$592,826,220	\$59,056,195	\$2,837,751,208	\$0.6374
2013	\$2,207,871,524	\$500,854,287	\$61,343,725	\$2,770,069,536	\$0.6374
<b>2012</b>	<b>\$2,177,064,102</b>	<b>\$533,023,437</b>	<b>\$59,819,853</b>	<b>\$2,769,907,392</b>	<b>\$0.6135</b>

<sup>1</sup> Estimated

Note: The levy of property taxes each year is based on the assessed value of taxable property as of January 1 preceding the beginning of the fiscal year on July 1. All taxable property is assessed at one hundred percent (100%) of its estimated value at time of revaluation. Revaluation of real property, required at least every eight years, was completed for the levy of taxes in the years ended June 30, 2012; June 30, 2016 and June 30, 2020 (in bold). The assessment of taxable property being assessed after revaluation is accomplished in accordance with North Carolina G.S. 105.286.

#### SCHEDULE OF PRINCIPAL TAXPAYERS FOR THE CITY OF SALISBURY For the Year Ended June 30, 2019

Business	Type of Enterprise	2019 Assessed Valuation	Percentage Value of Total
Food Lion, Inc.	Commercial	\$ 154,590,210	5.43%
Henkel Corporation	Manufacturing	33,025,431	1.16%
AKZO Nobel	Manufacturing	31,196,939	1.10%
Duke Energy Corp.	Utility	31,027,931	1.09%
Brixxmor Innes Street, LLC	Retail Real Estate	25,754,169	0.91%
Cole Mt. Salisbury, NC LLC	Real Estate	22,598,592	0.79%
Norandal USA	Industrial	20,950,324	0.74%
Wal-Mart Real Estate Business	Retail	13,002,662	0.46%
BRC Salisbury LLC	Real Estate	12,025,915	0.42%
Piedmont Natural Gas	Utility	11,547,424	0.41%
Total		<u>\$ 355,719,597</u>	<u>12.51%</u>



**SCHEDULE OF PRINCIPAL EMPLOYERS  
IN THE CITY OF SALISBURY  
For the Year Ended June 30, 2019**

<b>Employer</b>	<b>Employees</b>	<b>Percentage of Total City Employment</b>
Delhaize Food Lion	3,200	14.55%
Rowan/Salisbury School System	3,164	14.38%
W.G. (Bill) Hefner VA Medical Center	2,281	10.37%
Novant Health Rowan Regional	1,560	7.09%
Rowan-Cabarrus Community College	1,006	4.57%
Rowan County	810	3.68%
Piedmont Correctional Institute	450	2.05%
City of Salisbury	420	1.91%
Catawba College	400	1.82%
Lutheran Services for the Aging	379	1.72%
Total	13,670	62.14%

Source: Comprehensive Annual Financial Report, Fiscal Year ending June 30, 2019.

**DEMOGRAPHIC AND ECONOMIC STATISTICS  
CITY OF SALISBURY  
For the Last Ten Fiscal Years**

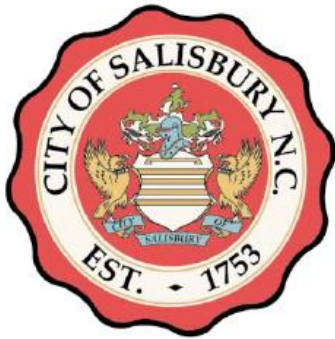
<b>Fiscal Year</b>	<b>Population</b>	<b>Personal Income</b>	<b>Per Capita Personal Income</b>	<b>Median Age</b>	<b>Unemployment Rate</b>
2019	34,463	\$ 949,675,523	\$ 27,556	40.3	4.7%
2018	34,463	926,512,706	26,884	40.1	4.4%
2017	34,459	903,809,921	26,229	39.9	5.2%
2016	34,285	877,313,318	25,589	39.7	5.8%
2015	33,955	847,677,075	24,965	39.5	5.9%
2014	33,726	821,424,540	24,356	39.3	7.3%
2013	33,622	798,918,570	23,762	39.1	9.6%
2012	33,701	781,264,147	23,182	38.9	10.9%
2011	33,732	762,910,045	22,617	38.7	11.6%
2010	32,263	711,888,741	22,065	38.5	12.7%

Sources: Population data provided by Office of State Management and Budget.  
Personal income, per capital income, and median age data are based on the latest census with estimated fluctuations for non-census years.  
Unemployment rates are provided by the NC Employment Security Commission.

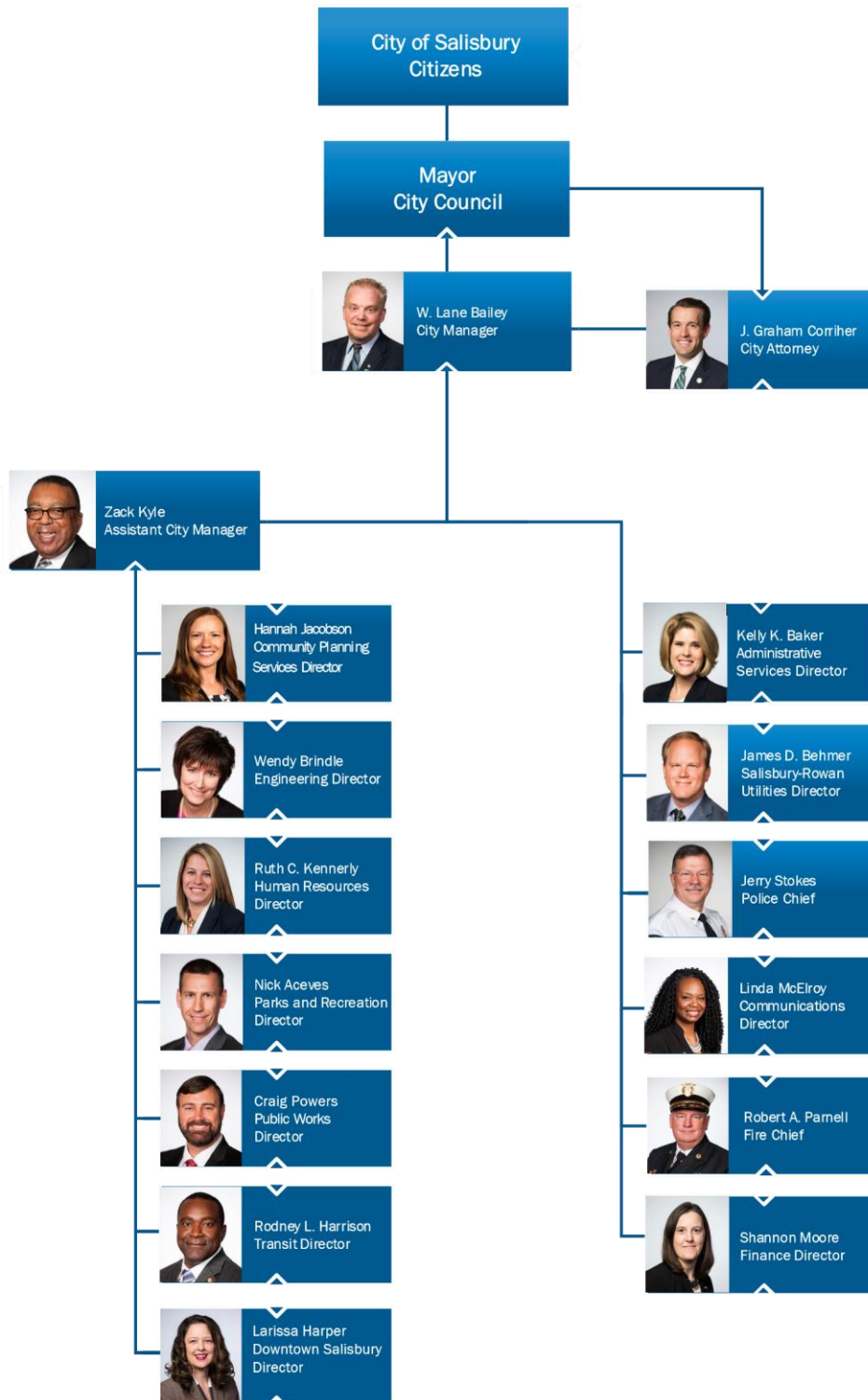
**CITY OF SALISBURY**  
**LIST OF PRINCIPAL OFFICIALS**

July 1, 2020

Mayor	Karen Kirks Alexander
Mayor Pro Tem	Al Heggins
Council Member	David B. Post
Council Member	Tamara Sheffield
Council Member	William B. Miller
City Attorney	J. Graham Corriher
City Manager	W. Lane Bailey
Assistant City Manager	Zack Kyle
Administrative Services Director	Kelly K. Baker
City Clerk	Kelly K. Baker
Communications Director	Linda McElroy
Community Planning Services Director	Hannah Jacobson
<b>Downtown Salisbury Director</b>	<b>Larissa Harper</b>
Engineering Director	Wendy Brindle
Finance Director	Shannon Moore
Fire Chief	Robert A. Parnell
Human Resources Director	Ruth C. Kennerly
Parks and Recreation Director	Nick Aceves
Police Chief	Jerry Stokes
Public Works Director	Craig Powers
Salisbury-Rowan Utilities Director	James D. Behmer
Transit Director	Rodney L. Harrison



# City of Salisbury Organization Chart



**CITY OF SALISBURY**  
**SUMMARY OF POSITIONS FOR FY 2019 – 2021**

	APPROVED FY 2018-19	APPROVED FY 2019-20	REQUESTED FY 2020-21	RECOMMENDED FY 2020-21	APPROVED FY 2020-21
<b>GENERAL FUND</b>					
City Council	8	8	8	7	7
Management & Administration	6	6	6	6	6
Communications	4	4	4	4	4
Human Resources	6	6	6	6	6
Financial Services	12	12	12	12	12
Business Services	11	9	9	8	8
Information Technologies	7	7	7	7	7
Community Planning Services	4	4	4	4	4
Code Services	4	4	4	3	4
Development Services	4	4	4	4	4
Downtown Salisbury	2	3	3	3	3
Engineering	7	8	8	7	7
Engineering-Traffic Operations	2	3	3	3	3
Police	89	97	95	94	94
Fire	81	90	90	90	90
Public Works-Telecommunications	4	4	4	4	4
Public Works-Facilities Maintenance	5	5	5	5	5
Public Works-Administration	3	3	3	3	3
Public Works-Streets	18	18	18	15	15
Public Works-Cemetery	1	1	1	1	1
Public Works- Solid Waste Management	6	6	6	6	6
Public Works-Waste Management-Other	5	5	5	4	4
Public Works-Grounds Maintenance	16	16	16	16	16
Public Works-Fleet Management	13	13	13	13	13
Parks and Recreation	15	15	19	19	19
<b>TOTAL</b>	<b>333</b>	<b>351</b>	<b>353</b>	<b>344</b>	<b>345</b>
<b>WATER AND SEWER FUND</b>					
Utility Management	10	11	11	12	12
Water Treatment	9	9	9	9	9
Systems Maintenance	30	31	31	31	31
Environmental Services	7	7	7	7	7
Wastewater Treatment Plants	25	24	24	24	24
Meter Services	8	7	7	7	7
<b>TOTAL</b>	<b>89</b>	<b>89</b>	<b>89</b>	<b>90</b>	<b>90</b>
<b>TRANSIT FUND</b>	<b>17</b>	<b>15</b>	<b>15</b>	<b>14</b>	<b>14</b>
<b>FIBRANT COMMUNICATIONS FUND *</b>	<b>23</b>				
<b>STORMWATER FUND</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>TOTAL ALL FUNDS</b>	<b>473</b>	<b>466</b>	<b>468</b>	<b>459</b>	<b>460</b>
<i>Permanent Full-time</i>	<i>449</i>	<i>442</i>	<i>444</i>	<i>435</i>	<i>435</i>
<i>Permanent Part-time</i>	<i>8</i>	<i>5</i>	<i>5</i>	<i>5</i>	<i>5</i>
<i>Temporary Full</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>	<i>2</i>
<i>Temporary Part-time</i>	<i>6</i>	<i>7</i>	<i>7</i>	<i>6</i>	<i>7</i>
<i>Part-Time Pools</i>	<i>8</i>	<i>10</i>	<i>10</i>	<i>11</i>	<i>11</i>
<b>TOTAL ALL FUNDS</b>	<b>473</b>	<b>466</b>	<b>468</b>	<b>459</b>	<b>460</b>

\*Positions eliminated due to system lease

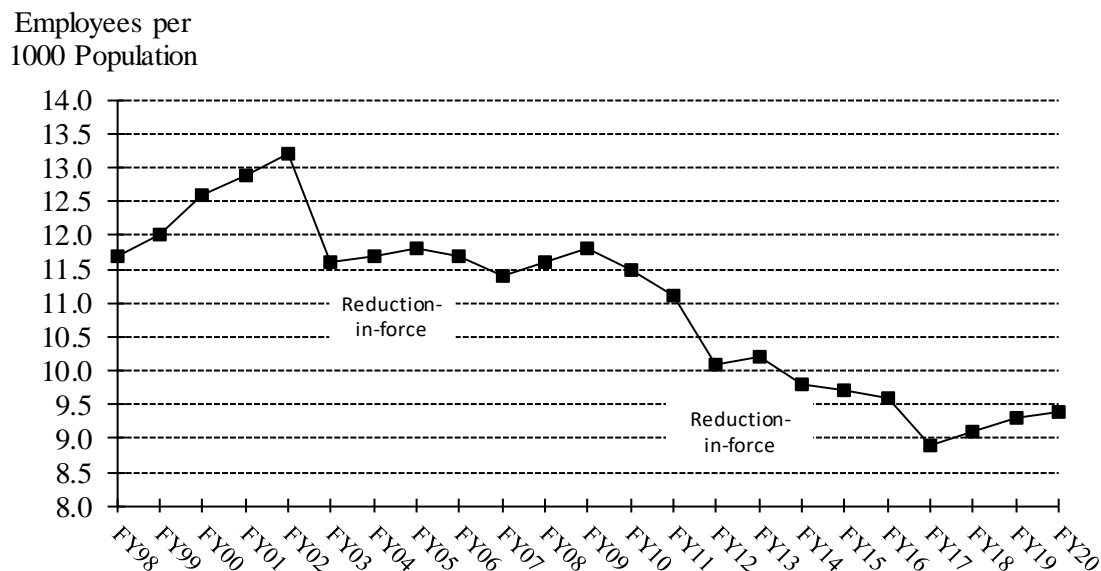


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For the FY2020-21 Adopted Budget, the total number of full-time positions for the City's budgeted funds has decreased by six over the previous fiscal year Adopted Budget. The following table shows the changes.

<b>GENERAL FUND:</b>
<i>Additions: PT Pool Bell Tower Green</i>
<i>Eliminations: City Clerk, Customer Service Clerk, Code and Development Services Tech, GIS Coordinator, 2 Sworn Police Officers, Asst. Public Works Director</i>
<b>WATER &amp; SEWER FUND:</b>
<i>Addition: GIS Manager</i>
<b>TRANSIT FUND:</b>
<i>Eliminated: Transit Operator</i>
<b>FIBRANT COMMUNICATIONS FUND</b>
<i>NO changes in positions</i>
<b>STORMWATER FUND</b>
<i>NO changes in positions</i>

### General Fund Full-Time Employees per 1000 Population



As mentioned in the Introductory Section under Trend Monitoring, the City monitors various trends. The above graph represents the number of full-time General and HUD Funds employees per 1,000 population. In FY2003 (FY03), City Council used a 33 position reduction-in-force/hiring freeze to counteract the effects of the Governor's actions and the stagnant economy. Subsequently, in FY2012 (FY12), there were 33 net full time positions eliminated due to decreased revenue/increased expenditures. The decrease in FY2017 is related to the Fibrant employees being moved to the Fibrant Communications Fund from the General Fund.

## RELATIONSHIP BETWEEN FUNCTIONAL AREAS AND FUNDS

	General/Special Revenue		Enterprise			
	General Fund/ Capital Reserve	Entitlement (HUD)	Water & Sewer/ Capital Reserve	Transit	Fibrant/ Capital Reserve	Stormwater/ Capital Reserve
General Government	X					
Public Safety	X					
Transportation	X			X		
Environmental Protection	X					X
Culture & Recreation	X					
Community & Economic Development	X	X			X	
Education	X					
Utility			X		X	X

## PROGRAM MATRIX OF FY2020-21 BUDGET

Below is a matrix showing the relationship between the funds/departments and the program classifications. Although some departments may perform activities outside the program classifications as shown, the classifications show the predominant areas in which a department is involved.

PROGRAMS								
	General Government	Public Safety	Transportation	Environmental Protection	Culture & Recreation	Community & Economic Development	Education	Utility
<b>GENERAL FUND:</b>								
City Council	X	X	X	X	X	X		X
Management & Administration	X	X	X	X	X	X		X
Communications	X	X	X	X	X	X		X
Human Resources	X	X	X	X	X	X		X
Business & Financial Services	X	X	X	X	X	X		X
Purchasing	X							
Telecommunications	X	X	X	X	X	X		X
Information Systems Operations	X	X	X		X	X		X
Central City Buildings Plaza	X					X		
Downtown Development					X	X		
Community Planning Services						X		
Code Services				X		X		
Development Services						X		
Engineering	X		X		X			
Street Lighting		X	X					
GIS	X	X	X	X	X	X		X
Police		X					X	
Fire		X					X	
Public Works Administration	X		X	X				
Street			X					
Solid Waste Management				X				
Waste Management- Other				X				
Fleet Management	X							
Transportation			X					
Parks & Recreation					X		X	
Education							X	
<b>ENTERPRISE FUNDS:</b>								
Water & Sewer								X
Mass Transit			X					
Fibrant						X		X
Stormwater				X				X
<b>SPECIAL REVENUE:</b>								
Entitlement (HUD)						X		

**CITY OF SALISBURY, NORTH CAROLINA****GENERAL FUND  
STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for Year Ending June 30, 2020 and  
Actual for Year Ended June 30, 2019

	<b>2019 Actual</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>
<b>REVENUES:</b>			
Taxes:			
General property - current	\$ 20,188,595	\$ 21,840,000	\$ 21,627,339
General property - prior	300,677	167,500	250,000
Auto tax	238,455	242,000	240,000
Interest on delinquent tax	107,385	65,000	75,000
Other tax	111	500	500
	<u>\$ 20,835,224</u>	<u>\$ 22,315,000</u>	<u>\$ 22,192,839</u>
Unrestricted Intergovernmental:			
Local option sales tax	\$ 8,122,023	\$ 8,250,000	\$ 7,650,000
Utilities franchise tax	3,055,197	3,015,000	3,015,000
Wine and beer tax	148,909	150,000	150,000
Other	156,592	178,425	164,000
	<u>\$ 11,482,720</u>	<u>\$ 11,593,425</u>	<u>\$ 10,979,000</u>
Restricted Intergovernmental:			
State street aid - powell bill	\$ 951,247	\$ 943,935	\$ 943,935
ARRA - Greenway Grant	-	216,000	-
Other	666,167	1,749,690	2,359,049
	<u>\$ 1,617,414</u>	<u>\$ 2,909,625</u>	<u>\$ 3,302,984</u>
Charges for services:			
Environmental protection	\$ 2,079,210	\$ 2,430,000	\$ 2,466,000
Culture and recreation	102,080	63,430	102,000
Code services fees	44,935	34,000	40,000
Public safety	544,370	529,401	514,000
Cemetery	135,225	90,000	120,000
Radio antenna and paging rentals	325,838	265,000	280,000
Rentals and sale of property	561,792	413,528	304,240
Licenses and permits	75,075	73,500	72,000
Administrative charges	3,652,027	3,532,030	3,913,450
Community services	59,559	66,561	67,150
Other	11,275	250	3,000
	<u>\$ 7,591,386</u>	<u>\$ 7,497,700</u>	<u>\$ 7,881,840</u>
Miscellaneous:			
Interest earned on investments	\$ 325,917	\$ 225,000	\$ 80,000
Donations	582,519	286,214	135,000
Other	675,512	336,500	202,793
	<u>\$ 1,583,948</u>	<u>\$ 847,714</u>	<u>\$ 417,793</u>
Total revenues	<u>\$ 43,110,692</u>	<u>\$ 45,163,464</u>	<u>\$ 44,774,456</u>
<b>OTHER FINANCING SOURCES:</b>			
Refunding bonds issued	\$ 230,000	\$ -	\$ -
Fund balance appropriated	-	1,000,000	870,462
Total revenues and other financing sources	<u>\$ 43,340,692</u>	<u>\$ 46,163,464</u>	<u>\$ 45,644,918</u>

**CITY OF SALISBURY**  
**FY 2020-2021 BUDGET SUMMARY**  
**GENERAL FUND**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>REVENUE</b>	\$ 43,340,692	\$ 50,539,198	\$ 45,139,276	\$ 46,003,307	\$ 45,644,918
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 15,957,615	\$ 17,011,184	\$ 17,621,015	\$ 16,830,066	\$ 16,830,066
OVERTIME SALARIES	\$ 708,264	\$ 600,662	\$ 597,600	\$ 597,000	\$ 597,000
PART TIME SALARIES	\$ 326,363	\$ 354,025	\$ 351,437	\$ 300,471	\$ 325,944
LEO SEPARATION ALLOWANCE	\$ 398,969	\$ 369,325	\$ 401,051	\$ 338,906	\$ 338,906
FICA TAX	\$ 1,002,451	\$ 1,110,168	\$ 1,146,652	\$ 1,086,809	\$ 1,088,758
RETIREMENT	\$ 1,313,398	\$ 1,608,649	\$ 1,892,764	\$ 1,810,571	\$ 1,810,571
401K-SWORN LAW	\$ 233,264	\$ 230,820	\$ 250,658	\$ 242,074	\$ 242,074
401(K) EMPLOYER CONTRIBUTION	\$ 348,839	\$ 386,134	\$ 394,166	\$ 375,581	\$ 375,581
HEALTH CARE	\$ 3,019,778	\$ 3,411,827	\$ 3,625,570	\$ 3,236,160	\$ 3,236,160
LIFE INSURANCE	\$ 42,925	\$ 41,729	\$ 43,168	\$ 41,203	\$ 41,203
EMP SEC INS	\$ 9,849	\$ 58,442	\$ 123,343	\$ 117,464	\$ 117,642
WORKERS COMPENSATION	\$ 749,008	\$ 789,750	\$ 852,000	\$ 825,600	\$ 828,000
<b>Personnel Total</b>	<b>\$ 24,110,723</b>	<b>\$ 25,972,715</b>	<b>\$ 27,299,424</b>	<b>\$ 25,801,905</b>	<b>\$ 25,831,905</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 3,885	\$ 5,300	\$ 6,750	\$ 5,850	\$ 5,850
UNIFORMS	\$ 190,249	\$ 130,607	\$ 146,636	\$ 141,619	\$ 141,619
UNIFORM EQUIPMENT	\$ 14,717	\$ 23,310	\$ 30,280	\$ 30,280	\$ 30,280
PROTECTIVE EQUIPMENT	\$ 432	\$ 600	\$ 900	\$ 900	\$ 900
MEETING EXPENSES	\$ 20,579	\$ 13,544	\$ 22,600	\$ 12,600	\$ 12,600
EMPLOYEE RECOGNITION	\$ 1,105	\$ 1,500	\$ 1,500	\$ 378	\$ 378
SAFETY PROGRAM	\$ 826	\$ 2,500	\$ 5,000	\$ 3,500	\$ 3,500
CRIME PREVENTION	\$ 9,780	\$ 1,200	\$ 3,200	\$ 2,200	\$ 2,200
SAFETY AWARDS	\$ 832	\$ 2,500	\$ -	\$ -	\$ -
RECREATION PROGRAMS	\$ 29,788	\$ 23,319	\$ 38,550	\$ 21,850	\$ 21,850
YOUTH PROGRAMS	\$ 2,730	\$ -	\$ -	\$ -	\$ -
CAC PROGRAMS	\$ 2,455	\$ 3,484	\$ 3,400	\$ 2,900	\$ 2,900
EXPENDABLE EQUIPMENT	\$ 44,412	\$ 25,500	\$ 40,875	\$ 27,700	\$ 27,700
EXPENDABLE RECREATION EQUIPMEN	\$ 762	\$ 900	\$ 900	\$ 900	\$ 900
FIRE AND RESCUE TOOLS	\$ 18,555	\$ 21,283	\$ 22,609	\$ 18,863	\$ 18,863
STREET NAME SIGNS	\$ 5,210	\$ 5,210	\$ 5,210	\$ 4,000	\$ 4,000
TRAFFIC PAVEMENT MARKINGS	\$ 9,771	\$ 10,000	\$ 10,000	\$ 7,500	\$ 7,500
TRAFFIC SIGNS & POST	\$ 8,361	\$ 8,275	\$ 8,275	\$ 7,500	\$ 7,500
DRIVE & WALK PAVING	\$ 45,031	\$ 35,000	\$ 35,000	\$ 30,000	\$ 30,000
CONSTRUCTION	\$ 5,245	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
SNOW MATERIALS	\$ 1,627	\$ 7,590	\$ 7,590	\$ 5,000	\$ 5,000
MATERIALS NEW STREETS	\$ 19,722	\$ 20,000	\$ 20,000	\$ 17,500	\$ 17,500
MATERIALS ST MAINT	\$ 36,372	\$ 30,000	\$ 30,000	\$ 25,000	\$ 25,000
MATERIALS - CONCRETE	\$ 23,467	\$ 25,000	\$ 25,000	\$ 20,000	\$ 20,000
GAS & OIL	\$ 489,914	\$ 566,521	\$ 691,755	\$ 616,634	\$ 616,634
DEPARTMENT SUPPLIES	\$ 226,973	\$ 172,228	\$ 194,345	\$ 160,740	\$ 160,740
PUBLIC SAFETY VEHICLE EQUIPMENT	\$ 27,924	\$ 22,010	\$ 25,900	\$ 25,900	\$ 25,900
HOSE AND FITTINGS	\$ 12,509	\$ 3,880	\$ 20,331	\$ 6,000	\$ 6,000
COMPUTER SUPPLIES	\$ 364	\$ 400	\$ 400	\$ 400	\$ 400
ARMORY SUPPLIES	\$ 13,191	\$ 15,650	\$ 32,650	\$ 30,650	\$ 30,650

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
CANINE UNIT	\$ 3,893	\$ 3,000	\$ 14,700	\$ 14,700	\$ 14,700
EVIDENCE	\$ 2,886	\$ 1,558	\$ -	\$ -	\$ -
CRIME SCENE	\$ 4,039	\$ 8,270	\$ 8,270	\$ 8,270	\$ 8,270
TRAVEL	\$ 67,912	\$ 82,603	\$ 101,750	\$ 63,150	\$ 63,150
AUTO ALLOWANCE	\$ -	\$ -	\$ 28,421	\$ 28,421	\$ 28,421
TECHNOLOGY ALLOWANCE	\$ -	\$ 4,000	\$ 3,230	\$ 3,230	\$ 3,230
TELEPHONE	\$ 28,684	\$ 29,425	\$ 26,544	\$ 25,344	\$ 25,344
CELL PHONE STIPEND	\$ -	\$ -	\$ 50,736	\$ 49,692	\$ 49,692
WIRELESS AIR CARDS	\$ 61,891	\$ 56,911	\$ 57,154	\$ 57,109	\$ 57,109
POSTAGE	\$ 13,362	\$ 12,948	\$ 15,283	\$ 14,136	\$ 14,136
ELECTRIC POWER	\$ 409,914	\$ 417,970	\$ 549,006	\$ 494,493	\$ 494,493
TRAFFIC SIGNAL	\$ 5,335	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
STREET LIGHTING	\$ 481,359	\$ 498,350	\$ 554,372	\$ 515,600	\$ 515,600
NATURAL GAS	\$ 66,353	\$ 70,719	\$ 79,270	\$ 67,959	\$ 67,959
CITY UTILITIES	\$ 110,155	\$ 103,545	\$ 136,723	\$ 132,818	\$ 132,818
PRINTING	\$ 1,733	\$ 3,600	\$ 5,300	\$ 4,400	\$ 4,400
BUILDINGS & GROUNDS	\$ 450,973	\$ 202,470	\$ 278,868	\$ 182,178	\$ 182,178
MAINT OLD CEMETERIES	\$ 30	\$ 2,060	\$ -	\$ -	\$ -
GROUNDS BEAUTIFICATION	\$ 8,618	\$ 20,556	\$ 20,700	\$ 5,000	\$ 5,000
PRICE HIGH SCHOOL	\$ 9,858	\$ 15,838	\$ 12,776	\$ 12,776	\$ 12,776
AMTRAK STATION	\$ 11,723	\$ 16,765	\$ 16,655	\$ 16,655	\$ 16,655
B/G CONTRACTED SERVICES	\$ 331,657	\$ 342,023	\$ 375,638	\$ 321,891	\$ 321,891
MAINT EQUIPMENT	\$ 160,743	\$ 125,418	\$ 158,671	\$ 128,419	\$ 128,419
MAINT RADIO	\$ 19,160	\$ 19,951	\$ 36,822	\$ 15,822	\$ 15,822
MAINT COMPUTER	\$ 58,367	\$ 61,628	\$ 72,519	\$ 78,420	\$ 78,420
MAINT CMPT SOFTWARE	\$ 656,720	\$ 693,069	\$ 811,160	\$ 803,390	\$ 803,390
MAINT TRAFFIC SIGNALS	\$ 24,755	\$ 17,286	\$ 35,110	\$ 33,610	\$ 33,610
MAINT AUTO	\$ 440,840	\$ 301,141	\$ 408,643	\$ 322,753	\$ 322,753
VEHICLE DAMAGE REPAIR	\$ 455	\$ 5,002	\$ -	\$ -	\$ -
STREET MAINTENANCE	\$ 540,427	\$ 500,000	\$ 525,000	\$ 472,000	\$ 472,000
COUNTY LANDFILL CHARGES	\$ 332,423	\$ 333,440	\$ 350,112	\$ 333,440	\$ 333,440
MINIMUM HOUSING	\$ 60,214	\$ 120,000	\$ 120,000	\$ 95,000	\$ 95,000
ADVERTISING	\$ 29,294	\$ 28,840	\$ 46,597	\$ 12,800	\$ 12,800
TRAINING	\$ 248,738	\$ 181,657	\$ 245,617	\$ 194,414	\$ 194,414
CITYWIDE EMP TRAINING/DEV	\$ 31,463	\$ 23,800	\$ 23,000	\$ 3,200	\$ 3,200
TACTICAL UNIT	\$ 12,487	\$ 9,500	\$ 14,500	\$ 14,500	\$ 14,500
LEASE PMTS-PK LOT	\$ 9,079	\$ 13,250	\$ 13,250	\$ -	\$ -
COPIER CONTRACT RENT	\$ -	\$ 1,300	\$ 700	\$ 700	\$ 700
COPIER CONTRACT EXPENSE	\$ 57,267	\$ 58,208	\$ 65,075	\$ 64,775	\$ 64,775
INSURANCE PREMIUMS	\$ 302,247	\$ 322,402	\$ 323,286	\$ 323,286	\$ 323,286
INSURANCE CLAIMS	\$ 23,905	\$ 31,861	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 67,889	\$ 85,492	\$ 113,275	\$ 106,725	\$ 106,725
MISCELLANEOUS EXPENSE	\$ 37,357	\$ 28,624	\$ 33,765	\$ 21,124	\$ 21,124
INFORMATION FUND	\$ 18,799	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000
OPERATIONAL EXPENDIT RESERVED	\$ -	\$ 63,175	\$ -	\$ -	\$ -
ACTIVENET FEES	\$ 1,918	\$ 1,500	\$ 2,000	\$ 2,000	\$ 2,000
AUDITING CONTRACT	\$ 33,200	\$ 34,000	\$ 35,500	\$ 35,500	\$ 35,500
TAX COLLECTION FEES	\$ 214,755	\$ 220,000	\$ 230,000	\$ 228,500	\$ 228,500
LEGAL FEES	\$ 55,713	\$ 73,000	\$ 144,000	\$ 72,000	\$ 72,000
RIGHT OF WAY CHARGES	\$ 1,257	\$ 1,260	\$ 1,300	\$ 1,300	\$ 1,300
INTERNET BACKBONE FEE	\$ 48,100	\$ 33,276	\$ 36,000	\$ 36,000	\$ 36,000
SPECIAL PROJECTS	\$ 3,456,781	\$ 7,288,392	\$ 5,293,050	\$ 3,071,662	\$ 3,071,662
COMMUNITY EFFORTS GROUPS	\$ 45,500	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
UPDATE CITY CODE	\$ 6,862	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
CONTRACTED SERVICES	\$ 825,386	\$ 759,481	\$ 899,001	\$ 825,592	\$ 825,592
EMPLOYEE ASSISTANCE PROGRAM	\$ 5,754	\$ 6,319	\$ 6,327	\$ 6,327	\$ 6,327
ELECTION EXPENSE	\$ -	\$ 14,200	\$ -	\$ -	\$ -
E INNES STREETScape	\$ 7,950	\$ 68,087	\$ -	\$ -	\$ -
PERFORMANCE MEASUREMENT	\$ 200	\$ 8,900	\$ 10,500	\$ 500	\$ 500
DENR PROJECTS	\$ 174	\$ 1,000	\$ 500	\$ 500	\$ 500
RETIREE HEALTH INSURANCE	\$ 606,132	\$ 668,652	\$ 662,857	\$ 634,545	\$ 634,545
YOUTH COUNCIL	\$ 7,942	\$ 7,500	\$ 7,500	\$ 5,000	\$ 5,000
CRIME CONTROL	\$ 2,297	\$ 5,000	\$ 1,700	\$ -	\$ -
POLICE ACCREDITATION	\$ 4,670	\$ 4,770	\$ 4,770	\$ 4,770	\$ 4,770
POLICE CHAPLAINCY PROGRAM	\$ 95	\$ 820	\$ 220	\$ 220	\$ 220
GOVERNMENT ACCESS CHANNEL	\$ 4,125	\$ 3,150	\$ 2,800	\$ 1,800	\$ 1,800
WELLNESS PROGRAM	\$ 6,950	\$ 7,000	\$ 7,000	\$ 3,500	\$ 3,500
SPECIAL EVENTS	\$ 36,627	\$ 57,500	\$ 62,185	\$ 43,611	\$ 43,611
ATTRACT/RETAIN STRATEGIES	\$ 7,330	\$ 3,200	\$ 3,200	\$ 1,000	\$ 1,000
DIVERSITY RECRUIT STRATEGIES	\$ 1,464	\$ 2,000	\$ 2,000	\$ 300	\$ 300
SWAY	\$ 20,835	\$ 20,700	\$ 20,700	\$ 5,700	\$ 5,700
PUBLIC ART/SCULPTURE SHOW	\$ 40,747	\$ 10,000	\$ 20,000	\$ 10,000	\$ 10,000
BLOCKWORK	\$ 9,912	\$ 15,000	\$ 20,000	\$ 10,000	\$ 10,000
SPRING FESTIVAL	\$ 97,929	\$ 80,000	\$ 80,000	\$ 76,000	\$ 76,000
KESLER MILL	\$ 61,491	\$ 10,000	\$ 6,000	\$ 5,000	\$ 5,000
DOG PARK	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
ANNEXATION EXPENSES	\$ 1,822	\$ 1,822	\$ 1,822	\$ 1,822	\$ 1,822
PROFESSIONAL SERVICES	\$ 246,445	\$ 276,616	\$ 268,671	\$ 191,296	\$ 191,296
NCLM/INST OF GOV'T	\$ 30,223	\$ 32,473	\$ 32,473	\$ 32,473	\$ 32,473
CONTRACTED PROGRAM INSTRUCTORS	\$ 14,559	\$ 13,350	\$ 15,350	\$ 9,100	\$ 9,100
BACKGROUND INVESTIGATIONS	\$ 1,163	\$ 2,500	\$ 2,500	\$ 500	\$ 500
RECYCLING CONTRACT	\$ 475,243	\$ 487,080	\$ 487,080	\$ 574,128	\$ 574,128
ACTION GRANTS	\$ 23,537	\$ 22,000	\$ 50,000	\$ 40,000	\$ 40,000
HUMAN RELATIONS COUNCIL	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
COUNCIL OF GOV'T	\$ 8,270	\$ 8,300	\$ 8,300	\$ 8,300	\$ 8,300
SUPPLEMENTARY ED	\$ 40,000	\$ 40,000	\$ 42,000	\$ 40,000	\$ 40,000
UNITED ARTS COUNCIL	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250
CHAMBER OF COMM	\$ 11,908	\$ 12,200	\$ 12,200	\$ 11,200	\$ 11,200
SENIOR CITIZENS	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
COMMUNITY APPEARANCE COMM	\$ -	\$ 400	\$ -	\$ -	\$ -
ECONOMIC DEV COMM	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088
TREE BOARD	\$ 1,262	\$ 1,900	\$ 6,900	\$ 1,000	\$ 1,000
ADVISORY BOARD	\$ 294	\$ 500	\$ 1,000	\$ 500	\$ 500
LEASE PURCHASE PRINCIPAL	\$ 846,952	\$ 866,952	\$ 866,952	\$ 866,952	\$ 866,952
LEASE PURCHASE INTEREST EXP	\$ 135,200	\$ 252,094	\$ 224,738	\$ 224,738	\$ 224,738
PAYMENT TO REFUNDING AGENT	\$ 230,000	\$ -	\$ -	\$ -	\$ -
INV - TELECOM PURCHASES	\$ 30,405	\$ -	\$ -	\$ -	\$ -
INV - TELECOM ISSUES	\$ (30,405)	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 1,938,387	\$ 1,988,290	\$ 2,123,737	\$ 2,123,737	\$ 2,123,737
TRANSFER - TRANSIT FUND	\$ 467,822	\$ 633,564	\$ 800,000	\$ 600,000	\$ 241,611
TRANSFER - FIBRANT FUND	\$ 3,000,000	\$ 2,400,000	\$ 3,000,000	\$ 3,000,000	\$ 2,970,000
<b>Operations Total</b>	<b>\$ 19,793,465</b>	<b>\$ 22,870,702</b>	<b>\$ 23,001,975</b>	<b>\$ 19,412,625</b>	<b>\$ 19,024,236</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 64,628	\$ 65,000	\$ 443,123	\$ 163,930	\$ 163,930
C O ROOF / HVAC	\$ 176,417	\$ 951,028	\$ 658,347	\$ 474,847	\$ 474,847
C O COMPUTER EQUIPMENT	\$ 1,688	\$ -	\$ -	\$ -	\$ -
C O GARAGE EQUIPMENT	\$ 36,987	\$ -	\$ 55,000	\$ -	\$ -
C/O BUILDINGS	\$ 413,294	\$ 255,000	\$ 1,548,000	\$ 125,000	\$ 125,000
C O BLDG & GRNDS	\$ 22,051	\$ 424,753	\$ 873,000	\$ 25,000	\$ 25,000
<b>Capital Total</b>	<b>\$ 715,065</b>	<b>\$ 1,695,781</b>	<b>\$ 3,577,470</b>	<b>\$ 788,777</b>	<b>\$ 788,777</b>
<b>Grand Total</b>	<b>\$ 44,619,253</b>	<b>\$ 50,539,198</b>	<b>\$ 53,878,869</b>	<b>\$ 46,003,307</b>	<b>\$ 45,644,918</b>

**STATEMENT OF PURPOSE**

To function as the duly elected representatives of the citizens of Salisbury in creating and maintaining a balanced quality of life in accordance with North Carolina state statutes and federal law. To promote positive intergovernmental relationships with federal, state, and other local governments. To generate and maintain up-to-date municipal codes, establish public policies, and adopt budgets designed to provide effective, efficient municipal services. To provide a central source for the collection, storage, and dissemination of official municipal records and documents. To provide safety and security for all citizens, to protect the environment, and to improve the overall quality of life in our community. To provide leadership and support for the continued economic development and planned growth of the community.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 212,642	\$ 221,760	\$ 213,699	\$ 149,007	\$ 149,007
FICA TAX	\$ 16,046	\$ 16,885	\$ 16,350	\$ 11,401	\$ 11,401
RETIREMENT	\$ 10,086	\$ 12,563	\$ 15,055	\$ 8,442	\$ 8,442
401(K) EMPLOYER CONTRIBUTION	\$ 3,852	\$ 4,178	\$ 4,419	\$ 2,478	\$ 2,478
HEALTH CARE	\$ 45,020	\$ 45,745	\$ 48,035	\$ 36,260	\$ 36,260
LIFE INSURANCE	\$ 244	\$ 345	\$ 364	\$ 204	\$ 204
EMP SEC INS	\$ 80	\$ 966	\$ 1,021	\$ 573	\$ 573
WORKERS COMPENSATION	\$ 18,000	\$ 18,000	\$ 19,200	\$ 16,800	\$ 16,800
<b>Personnel Total</b>	<b>\$ 305,971</b>	<b>\$ 320,442</b>	<b>\$ 318,143</b>	<b>\$ 225,165</b>	<b>\$ 225,165</b>
<b>Operations</b>					
MEETING EXPENSES	\$ 11,291	\$ 10,594	\$ 13,100	\$ 9,200	\$ 9,200
GAS & OIL	\$ 439	\$ 275	\$ -	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 2,541	\$ 5,100	\$ 8,250	\$ 3,800	\$ 3,800
TRAVEL	\$ 19,172	\$ 15,000	\$ 18,000	\$ 11,500	\$ 11,500
AUTO ALLOWANCE	\$ -	\$ -	\$ 12,918	\$ 12,918	\$ 12,918
TECHNOLOGY ALLOWANCE	\$ -	\$ 4,000	\$ 3,230	\$ 3,230	\$ 3,230
TELEPHONE	\$ 102	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,644	\$ 600	\$ 600
POSTAGE	\$ 337	\$ 400	\$ 900	\$ 900	\$ 900
MAINT AUTO	\$ 48	\$ 165	\$ -	\$ -	\$ -
ADVERTISING	\$ 217	\$ 1,700	\$ 4,600	\$ 1,500	\$ 1,500
TRAINING	\$ 6,652	\$ 8,300	\$ 11,000	\$ 5,200	\$ 5,200
COPIER CONTRACT EXPENSE	\$ 4,406	\$ 2,400	\$ 4,500	\$ 4,500	\$ 4,500
DUES & SUBSCRIPTIONS	\$ 10,245	\$ 15,274	\$ 16,655	\$ 16,255	\$ 16,255
MISCELLANEOUS EXPENSE	\$ 7,397	\$ 7,324	\$ 10,800	\$ 6,500	\$ 6,500
SPECIAL PROJECTS	\$ -	\$ 10,000	\$ 12,000	\$ 10,000	\$ 10,000
COMMUNITY EFFORTS GROUPS	\$ 45,500	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
UPDATE CITY CODE	\$ 6,862	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
ELECTION EXPENSE	\$ -	\$ 14,200	\$ -	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 1,250	\$ 200	\$ 1,000	\$ 500	\$ 500
TRANSFER - CAP RESERVE FUND	\$ 10,550	\$ 1,400	\$ 3,465	\$ 3,465	\$ 3,465
<b>Operations Total</b>	<b>\$ 127,009</b>	<b>\$ 145,332</b>	<b>\$ 171,062</b>	<b>\$ 139,068</b>	<b>\$ 139,068</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 432,980</b>	<b>\$ 465,774</b>	<b>\$ 489,205</b>	<b>\$ 364,233</b>	<b>\$ 364,233</b>



**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>City Council (000)</b>					
Mayor	1	1	1	1	1
Mayor Pro Tem	1	1	1	1	1
Council Member	3	3	3	3	3
<b>Administration (210)</b>					
City Clerk <sup>1</sup>	1	1	1	0	0
Deputy City Clerk	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
	8	8	8	7	7

<sup>1</sup>Duties assumed by Administrative Services Director (421)



**STATEMENT OF PURPOSE**

To serve as a central source of information, advice, and support services for the City Council and Management Team. To promote the development and performance of staff and employees throughout the organization. To assist elected officials and other community leaders to identify, work toward, and achieve community outcomes and goals. To provide functional and operational expertise and planning for all City services. To determine citizen needs and provide responsive, equitable services to the community. To promote a culture of customer service by maintaining a consistently high level of quality staff work, operational procedures, and service delivery systems. To set an example that urges the organization and community toward experimentation, change, creative problem solving, and prompt action. To demonstrate an understanding of information technology and ensure that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access. To demonstrate a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process. To understand and value the differences among individuals and foster those values throughout the organization and community. To prepare and administer the budget and report the findings of the annual audit to City Council. To interpret financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs and compare alternative strategies. To ensure that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current. To position the organization and community for events and circumstances that are anticipated in the future. To facilitate the flow of ideas, information and understanding between and among individuals, advocating effectively in the community interest. To provide staff assistance to the Salisbury Human Relations Council. To provide staff assistance and leadership skill development to the Youth Council members. To convey ideas of information effectively to others. To demonstrate fairness, honesty, and ethical and legal awareness in all personal and professional relationships and activities.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 638,486	\$ 657,162	\$ 669,481	\$ 657,435	\$ 657,435
FICA TAX	\$ 43,217	\$ 45,927	\$ 47,174	\$ 46,632	\$ 46,632
RETIREMENT	\$ 48,775	\$ 57,951	\$ 68,422	\$ 67,190	\$ 67,190
401(K) EMPLOYER CONTRIBUTION	\$ 18,595	\$ 19,274	\$ 20,084	\$ 19,722	\$ 19,722
HEALTH CARE	\$ 67,192	\$ 74,144	\$ 78,124	\$ 73,112	\$ 73,112
LIFE INSURANCE	\$ 1,406	\$ 1,590	\$ 1,657	\$ 1,628	\$ 1,628
EMP SEC INS	\$ 355	\$ 4,453	\$ 4,641	\$ 4,556	\$ 4,556
WORKERS COMPENSATION	\$ 13,500	\$ 13,500	\$ 14,400	\$ 14,400	\$ 14,400
<b>Personnel Total</b>	<b>\$ 831,526</b>	<b>\$ 874,001</b>	<b>\$ 903,983</b>	<b>\$ 884,675</b>	<b>\$ 884,675</b>
<b>Operations</b>					
MEETING EXPENSES	\$ 673	\$ -	\$ 2,400	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 5,074	\$ 5,000	\$ 5,000	\$ 3,200	\$ 3,200
TRAVEL	\$ 15,275	\$ 20,500	\$ 24,500	\$ 14,000	\$ 14,000
AUTO ALLOWANCE	\$ -	\$ -	\$ 10,335	\$ 10,335	\$ 10,335
TELEPHONE	\$ 968	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 5,400	\$ 5,400	\$ 5,400
WIRELESS AIR CARDS	\$ 1,398	\$ 1,417	\$ 1,417	\$ 1,417	\$ 1,417
POSTAGE	\$ 385	\$ 500	\$ 500	\$ 250	\$ 250
ADVERTISING	\$ 191	\$ 1,000	\$ 500	\$ 250	\$ 250
TRAINING	\$ 18,962	\$ 23,330	\$ 18,330	\$ 16,150	\$ 16,150
COPIER CONTRACT EXPENSE	\$ 4,787	\$ 5,000	\$ 5,500	\$ 5,500	\$ 5,500
INSURANCE PREMIUMS	\$ 66,778	\$ 70,224	\$ 74,645	\$ 74,645	\$ 74,645
INSURANCE CLAIMS	\$ 425	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 13,789	\$ 17,404	\$ 17,900	\$ 17,900	\$ 17,900

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
MISCELLANEOUS EXPENSE	\$ 5,343	\$ 5,541	\$ 6,041	\$ 3,250	\$ 3,250
LEGAL FEES	\$ 55,713	\$ 73,000	\$ 144,000	\$ 72,000	\$ 72,000
SPECIAL PROJECTS	\$ 21,352	\$ 17,500	\$ 31,500	\$ 12,500	\$ 12,500
COMMUNITY EFFORTS GROUPS	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
YOUTH COUNCIL	\$ -	\$ 7,500	\$ 7,500	\$ 5,000	\$ 5,000
PROFESSIONAL SERVICES	\$ -	\$ -	\$ 15,000	\$ -	\$ -
NCLM/INST OF GOV'T	\$ 30,223	\$ 32,473	\$ 32,473	\$ 32,473	\$ 32,473
HUMAN RELATIONS COUNCIL	\$ -	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
COUNCIL OF GOV'T	\$ 8,270	\$ 8,300	\$ 8,300	\$ 8,300	\$ 8,300
CHAMBER OF COMM	\$ 11,908	\$ 12,200	\$ 12,200	\$ 11,200	\$ 11,200
TRANSFER - CAP RESERVE FUND	\$ 2,100	\$ 2,850	\$ 2,950	\$ 2,950	\$ 2,950
<b>Operations Total</b>	<b>\$ 263,615</b>	<b>\$ 318,889</b>	<b>\$ 441,541</b>	<b>\$ 311,870</b>	<b>\$ 311,870</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,095,140</b>	<b>\$ 1,192,890</b>	<b>\$ 1,345,524</b>	<b>\$ 1,196,545</b>	<b>\$ 1,196,545</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Administration (000)</b>					
City Manager	1	1	1	1	1
Assistant City Manager	1	1	1	1	1
City Attorney	1	1	1	1	1
Human Relations Manager	1	1	1	1	1
Deputy Clerk/Assist. to City Manager <sup>1</sup>	1	0	0	0	0
Administrative Services Director <sup>1</sup>	0	1	1	1	1
Administrative Specialist <sup>2</sup>	0	1	1	1	1
Senior Office Assistant <sup>2</sup>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

<sup>1</sup>Position reclassified

<sup>2</sup>Position reclassified

**STATEMENT OF PURPOSE**

To serve as the central source of City information by providing a singular voice and facilitating creative communication solutions for the City of Salisbury. To provide professional, timely and accurate information, marketing and communication services to the citizens of Salisbury, and in some instances, Rowan County. To assist in the coordination of internal communications to all City employees. To manage and coordinate the City of Salisbury website, media relations, social media, crisis communications, television services, and print communications. To implement goals and special projects as assigned by the City Council and City Manager.

**PERFORMANCE GOALS**

1. Promote the City's programs and highlight accomplishments through Salisbury NOW, City of Salisbury external newsletter, social media, the City of Salisbury websites, ACCESS16, and word of mouth.
2. Manage City of Salisbury brand and marketing standards to ensure compliance by City employees, contractors, appointees, and elected officials.
3. Maintain the City social media and mass notification presence and monitor content. Continue to write and distribute an engaging community newsletter monthly to Salisbury residents.
4. Continue to develop Salisbury NOW television show into a premiere, award-winning, local government channel.
5. Maintain and improve the new Salisbury Employee Portal.
6. Explore opportunities to utilize and improve the RoCo Alert mass notification system.
7. Maintain and upgrade the City's television station:
  - Redesign the ACCESS16 logo.
  - Upgrade the station's equipment as needed.
8. Support internal City departments and City Council with marketing communications as needed:
  - Manage crisis communications as needed.
  - Support departments in emergency and/or urgent situations.
  - Draft talking points and Q and A's as needed in emergency or controversial situations.
  - Develop and manage press conferences as necessary for crisis or emergency events.
9. Set up, record, live tweet and live stream Salisbury City Council meetings:
  - Prepare recorded meetings for viewing as soon as possible on ACCESS16.
  - Live tweet City Council meetings while in progress.

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Social Media Engagement % Increase FB	164%	20%	5%	N/A
Social Media Engagement % Increase Twitter	50%	10%	2%	N/A
Video Programming Viewership Increase	N/A	25%	20%	N/A
Departments Supported	12	12	12	N/A

### BUDGET REQUEST

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 259,944	\$ 270,544	\$ 277,277	\$ 272,288	\$ 272,288
PART TIME SALARIES	\$ 1,030	\$ 725	\$ -	\$ -	\$ -
FICA TAX	\$ 19,268	\$ 20,593	\$ 21,213	\$ 20,830	\$ 20,830
RETIREMENT	\$ 20,189	\$ 24,281	\$ 28,337	\$ 27,828	\$ 27,828
401(K) EMPLOYER CONTRIBUTION	\$ 7,699	\$ 8,077	\$ 8,318	\$ 8,169	\$ 8,169
HEALTH CARE	\$ 37,621	\$ 38,401	\$ 40,322	\$ 37,883	\$ 37,883
LIFE INSURANCE	\$ 606	\$ 667	\$ 686	\$ 674	\$ 674
EMP SEC INS	\$ 153	\$ 1,867	\$ 1,922	\$ 1,887	\$ 1,887
WORKERS COMPENSATION	\$ 9,000	\$ 9,000	\$ 9,600	\$ 9,600	\$ 9,600
<b>Personnel Total</b>	<b>\$ 355,510</b>	<b>\$ 374,155</b>	<b>\$ 387,675</b>	<b>\$ 379,159</b>	<b>\$ 379,159</b>
<b>Operations</b>					
GAS & OIL	\$ 59	\$ 50	\$ 101	\$ 60	\$ 60
DEPARTMENT SUPPLIES	\$ 2,708	\$ 3,160	\$ 3,160	\$ 1,500	\$ 1,500
TRAVEL	\$ 4,749	\$ 5,150	\$ 6,200	\$ 4,000	\$ 4,000
TELEPHONE	\$ 153	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,344	\$ 1,344	\$ 1,344
WIRELESS AIR CARDS	\$ 342	\$ -	\$ -	\$ -	\$ -
POSTAGE	\$ 97	\$ 150	\$ 200	\$ 200	\$ 200
MAINT EQUIPMENT	\$ 1	\$ -	\$ -	\$ -	\$ -
MAINT AUTO	\$ 14	\$ 50	\$ 50	\$ 50	\$ 50
ADVERTISING	\$ 8,483	\$ 10,820	\$ 10,087	\$ 1,500	\$ 1,500
TRAINING	\$ 3,189	\$ 9,190	\$ 5,850	\$ 3,700	\$ 3,700
COPIER CONTRACT EXPENSE	\$ 2,223	\$ 2,550	\$ 2,550	\$ 2,550	\$ 2,550
DUES & SUBSCRIPTIONS	\$ 5,754	\$ 5,211	\$ 5,704	\$ 5,584	\$ 5,584
GOVERNMENT ACCESS CHANNEL	\$ 4,125	\$ 3,150	\$ 2,800	\$ 1,800	\$ 1,800
PROFESSIONAL SERVICES	\$ 55,018	\$ 56,600	\$ 55,700	\$ 41,200	\$ 41,200
TRANSFER - CAP RESERVE FUND	\$ 5,845	\$ 6,420	\$ 5,504	\$ 5,504	\$ 5,504
<b>Operations Total</b>	<b>\$ 92,761</b>	<b>\$ 102,501</b>	<b>\$ 99,250</b>	<b>\$ 68,992</b>	<b>\$ 68,992</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 448,271</b>	<b>\$ 476,656</b>	<b>\$ 486,925</b>	<b>\$ 448,151</b>	<b>\$ 448,151</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Public Information (203)</b>					
Public Information Director	1	1	1	1	1
Communications Specialist	1	1	1	1	1
Systems Analyst <sup>1</sup>	0	0	1	1	1
Web/Marketing Coordinator <sup>1</sup>	0	0	1	1	1
<b>Access 16 (204)</b>					
Systems Analyst <sup>1</sup>	1	1	0	0	0
<b>Web &amp; System Media (205)</b>					
Web/Marketing Coordinator <sup>1</sup>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup>Position moved

**Human Resources****STATEMENT OF PURPOSE**

To provide a centralized source of support and assistance to the City related to its need for the management of Human Resources. Specific functions include providing general personnel administration, recruitment and retention, training and development, health and wellness, employee relations, compensation and benefits administration and a City-wide culture initiative through the Salisbury Way (SWAY). To provide Risk Management services for the City that includes safety, liability insurance management, worker's compensation, OSHA compliance, and third party claims against the City. To implement goals and special projects as assigned by City Council.

**PERFORMANCE GOALS**

1. Implement City Council level goals.
2. Maintain the Human Resources information systems consistent with elements of a high performance organization.
3. Update compensation plan periodically to attract and retain top talent.
4. Develop and maintain relationships and partnerships with the community in order to enhance recruitment efforts.
5. Enrich the internship program with schools and colleges/universities.
6. Establish health insurance savings strategies.
7. Promote employee well-being/healthy workforce through wellness strategies.
8. Research, invest, and continue to provide professional development programs through Salisbury University.
9. Create and implement a strategic plan that amplifies the Salisbury Way (SWAY), including customer service efforts.
10. Continue to provide employee self-service through the human resources information system, MUNIS.
11. Continue to support the applicant tracking software program, MUNIS.
12. Implement an electronic time entry system through MUNIS.
13. Participate in surveys and benchmarking studies.
14. Provide Human Resources measures of effectiveness and efficiency through an annual report.
15. Implement an updated Risk Management program.
16. Provide risk education and training opportunities to all employees in order to reduce incidents.
17. Continue cyber security training with efforts to maintain a secure web-based environment.
18. Implement efforts to improve the American Disability Act (ADA) transitional plan.



### PERFORMANCE MEASURES

<b>Human Resources (000)</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Projected</b>	<b>Goal</b>
<b>Workload</b>				
Position Applications Reviewed	1,233	1,300	1,350	N/A
Full-Time Employees in Organization (all funds)	473	466	466	N/A
Position Requisitions Received from Departments	78	80	81	N/A
<b>Effectiveness</b>				
Percent of Applicants Placed - External	78.6%	80.0%	80.0%	N/A
Percent of Applicants Placed - Internal	21.4%	20.0%	20.0%	N/A
Organization-wide Turnover Rate	13.00%	13.50%	14.00%	15.00%
<b>Risk Management (201)</b>				
<b>Workload</b>				
Number of Workers Compensation Claims Filed	58	38	42	30
Number of Third-Party Insurance Claims Filed	4	2	5	N/A
Number of Self-Initiated OSHA Inspections (Preventive)	120	120	120	N/A
<b>Efficiency</b>				
Cost Per Negotiated Workers Compensation Claim	\$ 4,200	\$ 3,000	\$ 3,000	N/A
Cost Per Negotiated Insurance Claim	\$ 1,500	\$ 2,000	\$ 2,000	N/A
Cost of all OSHA Imposed Fines & Penalties	\$ -	\$ -	\$ -	N/A
<b>Effectiveness</b>				
Workers Compensation Cases Negotiated Per Case Filed	0%	0%	0%	N/A
Third Party Insurance Claims Negotiated Per Claim Filed	4%	2%	5%	N/A
OSHA Fine Totals Per Self-Initiated OSHA Inspection	-	-	-	N/A

### BUDGET REQUEST

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 375,439	\$ 397,830	\$ 413,015	\$ 405,583	\$ 405,583
OVERTIME SALARIES	\$ 168	\$ 250	\$ 250	\$ 250	\$ 250
FICA TAX	\$ 27,625	\$ 30,234	\$ 31,614	\$ 31,046	\$ 31,046
RETIREMENT	\$ 26,770	\$ 35,650	\$ 42,237	\$ 41,476	\$ 41,476
401(K) EMPLOYER CONTRIBUTION	\$ 11,099	\$ 11,857	\$ 12,399	\$ 12,176	\$ 12,176
HEALTH CARE	\$ 46,346	\$ 49,355	\$ 51,823	\$ 48,571	\$ 48,571
LIFE INSURANCE	\$ 11,461	\$ 978	\$ 1,021	\$ 1,004	\$ 1,004
EMP SEC INS	\$ 236	\$ 2,738	\$ 2,863	\$ 2,811	\$ 2,811
WORKERS COMPENSATION	\$ 13,258	\$ 13,500	\$ 14,400	\$ 14,400	\$ 14,400
<b>Personnel Total</b>	<b>\$ 512,401</b>	<b>\$ 542,392</b>	<b>\$ 569,622</b>	<b>\$ 557,317</b>	<b>\$ 557,317</b>



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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
EMPLOYEE RECOGNITION	\$ 1,105	\$ 1,500	\$ 1,500	\$ 378	\$ 378
SAFETY PROGRAM	\$ 826	\$ 2,500	\$ 5,000	\$ 3,500	\$ 3,500
SAFETY AWARDS	\$ 832	\$ 2,500	\$ -	\$ -	\$ -
GAS & OIL	\$ 76	\$ 162	\$ 374	\$ 288	\$ 288
DEPARTMENT SUPPLIES	\$ 11,165	\$ 6,230	\$ 8,050	\$ 5,990	\$ 5,990
TRAVEL	\$ 2,867	\$ 5,500	\$ 4,500	\$ 1,800	\$ 1,800
TELEPHONE	\$ 968	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 2,868	\$ 2,868	\$ 2,868
WIRELESS AIR CARDS	\$ 456	\$ 480	\$ 480	\$ 480	\$ 480
POSTAGE	\$ 1,099	\$ 1,000	\$ 1,000	\$ 300	\$ 300
PRINTING	\$ -	\$ 300	\$ 300	\$ -	\$ -
MAINT AUTO	\$ 2,251	\$ 221	\$ 250	\$ 250	\$ 250
ADVERTISING	\$ 3,211	\$ 4,500	\$ 3,000	\$ 1,350	\$ 1,350
TRAINING	\$ 13,090	\$ 14,500	\$ 14,500	\$ 8,700	\$ 8,700
CITYWIDE EMP TRAINING/DEV	\$ 31,463	\$ 23,800	\$ 23,000	\$ 3,200	\$ 3,200
COPIER CONTRACT EXPENSE	\$ 8,055	\$ 7,400	\$ 8,000	\$ 8,000	\$ 8,000
INSURANCE PREMIUMS	\$ 32,824	\$ 35,451	\$ 34,760	\$ 34,760	\$ 34,760
DUES & SUBSCRIPTIONS	\$ 3,819	\$ 4,800	\$ 4,800	\$ 1,400	\$ 1,400
MISCELLANEOUS EXPENSE	\$ 2,000	\$ 885	\$ 750	\$ -	\$ -
CONTRACTED SERVICES	\$ 5,212	\$ 5,000	\$ 7,200	\$ 6,200	\$ 6,200
EMPLOYEE ASSISTANCE PROGRAM	\$ 5,754	\$ 6,319	\$ 6,327	\$ 6,327	\$ 6,327
RETIREE HEALTH INSURANCE	\$ 606,132	\$ 668,652	\$ 662,857	\$ 634,545	\$ 634,545
YOUTH COUNCIL	\$ 7,942	\$ -	\$ -	\$ -	\$ -
WELLNESS PROGRAM	\$ 6,950	\$ 7,000	\$ 7,000	\$ 3,500	\$ 3,500
ATTRACT/RETAIN STRATEGIES	\$ 7,330	\$ 3,200	\$ 3,200	\$ 1,000	\$ 1,000
DIVERSITY RECRUIT STRATEGIES	\$ 1,464	\$ 2,000	\$ 2,000	\$ 300	\$ 300
SWAY	\$ 20,835	\$ 20,700	\$ 20,700	\$ 5,700	\$ 5,700
PROFESSIONAL SERVICES	\$ 27,267	\$ 20,000	\$ 20,000	\$ 2,265	\$ 2,265
BACKGROUND INVESTIGATIONS	\$ 1,163	\$ 2,500	\$ 2,500	\$ 500	\$ 500
HUMAN RELATIONS COUNCIL	\$ 5,150	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 6,045	\$ 4,845	\$ 9,895	\$ 9,895	\$ 9,895
<b>Operations Total</b>	<b>\$ 817,352</b>	<b>\$ 851,945</b>	<b>\$ 854,811</b>	<b>\$ 743,496</b>	<b>\$ 743,496</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,329,754</b>	<b>\$ 1,394,337</b>	<b>\$ 1,424,433</b>	<b>\$ 1,300,813</b>	<b>\$ 1,300,813</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Human Resources (000)</b>					
Human Resources Director	1	1	1	1	1
Human Resources Analyst I/II	3	3	3	3	3
Administration Specialist	1	1	1	1	1
<b>Risk Management (201)</b>					
Risk Manager	1	1	1	1	1
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>



### STATEMENT OF PURPOSE

To increase the efficiency and effectiveness of core business functions through the use of technology. To promote cyber security awareness, and protect the City of Salisbury from cyber threats. Provide excellent customer service in accordance with the Salisbury Way. Provide resources that enable consistent data and communications access to every City employee while meeting defined needs, schedules, and budgets. Cultivate a culture of communication and information sharing by promoting available technology. To serve the citizens of Salisbury through ensuring that City staff can efficiently and seamlessly perform their duties.

### PERFORMANCE GOALS

1. Provide cyber security training resources to City staff.
2. Continually improve security posture through research, monitoring, and maintenance.
3. Maintain IT support for all departments within the City of Salisbury.
4. Maintain all software, software support, and hardware support contracts.
5. Upgrade and replace equipment as dictated by the capital replacement schedule.
6. Coordinate scheduled maintenance and upgrades.
7. Monitor all network activity and mitigate any risks.
8. Identify areas within departments where IT can provide solutions.
9. Identify and reduce unnecessary technology expenditures.
10. Implement policies and procedures concerning the use of City technology.

### PERFORMANCE MEASURES

	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Projected</b>	<b>Goal</b>
<b>Workload</b>				
Number of Computers Directly Supported	470	474	474	N/A
Total Number of IT Helpdesk Requests Received	1,649	1,300	1,600	N/A
Number of Remote Sites Supported	47	47	47	N/A
Number of Telephones Supported	377	390	390	N/A
<b>Efficiency</b>				
Number of PCs Supported Per Analyst	470	470	470	235
<b>Effectiveness</b>				
Average Annual Network Availability *	99.9%	99.9%	99.9%	100.0%
Percent IT Helpdesk Requests Closed < One Day	41.2%	45.0%	45.0%	60.0%

\* Estimate - Designed to demonstrate network reliability

### BUDGET REQUEST

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 441,805	\$ 499,328	\$ 504,613	\$ 496,931	\$ 496,931
FICA TAX	\$ 30,649	\$ 38,059	\$ 38,603	\$ 38,014	\$ 38,014
RETIREMENT	\$ 34,401	\$ 44,877	\$ 51,572	\$ 50,787	\$ 50,787
401(K) EMPLOYER CONTRIBUTION	\$ 13,056	\$ 14,926	\$ 15,139	\$ 14,908	\$ 14,908
HEALTH CARE	\$ 72,477	\$ 79,734	\$ 85,881	\$ 77,398	\$ 77,398
LIFE INSURANCE	\$ 1,001	\$ 1,232	\$ 1,250	\$ 1,232	\$ 1,232
EMP SEC INS	\$ 286	\$ 3,450	\$ 3,503	\$ 3,449	\$ 3,449
WORKERS COMPENSATION	\$ 15,750	\$ 15,750	\$ 16,800	\$ 16,800	\$ 16,800
<b>Personnel Total</b>	<b>\$ 609,425</b>	<b>\$ 697,356</b>	<b>\$ 717,361</b>	<b>\$ 699,519</b>	<b>\$ 699,519</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 639	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
EXPENDABLE EQUIPMENT	\$ 1,326	\$ 1,500	\$ 3,000	\$ 1,500	\$ 1,500
GAS & OIL	\$ 823	\$ 992	\$ 1,560	\$ 1,346	\$ 1,346
DEPARTMENT SUPPLIES	\$ 8,549	\$ 2,600	\$ 4,000	\$ 2,600	\$ 2,600
TRAVEL	\$ 1,255	\$ 888	\$ 1,500	\$ 1,250	\$ 1,250
TELEPHONE	\$ 357	\$ 18,535	\$ 18,000	\$ 18,000	\$ 18,000
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,200	\$ 1,200	\$ 1,200
WIRELESS AIR CARDS	\$ 913	\$ 960	\$ 960	\$ 960	\$ 960
POSTAGE	\$ 14	\$ 260	\$ 260	\$ 260	\$ 260
MAINT COMPUTER	\$ 58,367	\$ 61,628	\$ 72,519	\$ 78,420	\$ 78,420
MAINT CMPT SOFTWARE	\$ 605,103	\$ 638,753	\$ 754,874	\$ 747,104	\$ 747,104
MAINT AUTO	\$ 212	\$ 580	\$ 580	\$ 580	\$ 580
TRAINING	\$ 4,009	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500
COPIER CONTRACT EXPENSE	\$ 618	\$ -	\$ -	\$ -	\$ -
COPIER CONTRACT RENT	\$ -	\$ 1,300	\$ 700	\$ 700	\$ 700
INSURANCE PREMIUMS	\$ 26,885	\$ 29,035	\$ 27,533	\$ 27,533	\$ 27,533
MISCELLANEOUS EXPENSE	\$ 184	\$ 775	\$ 400	\$ -	\$ -
INTERNET BACKBONE FEE	\$ 48,100	\$ 33,276	\$ 36,000	\$ 36,000	\$ 36,000
CONTRACTED SERVICES	\$ 218	\$ -	\$ 16,440	\$ 11,440	\$ 11,440
PROFESSIONAL SERVICES	\$ 19,400	\$ 250	\$ 1,500	\$ 1,500	\$ 1,500
TRANSFER - CAP RESERVE FUND	\$ 63,736	\$ 37,640	\$ 74,561	\$ 74,561	\$ 74,561
<b>Operations Total</b>	<b>\$ 840,706</b>	<b>\$ 835,472</b>	<b>\$ 1,022,087</b>	<b>\$ 1,011,454</b>	<b>\$ 1,011,454</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,450,131</b>	<b>\$ 1,532,828</b>	<b>\$ 1,739,448</b>	<b>\$ 1,710,973</b>	<b>\$ 1,710,973</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Administration (000)</b>					
Administrative Specialist <sup>1</sup>	1	0	0	0	0
<b>Operations (151)</b>					
Administrative Specialist <sup>1</sup>	0	1	1	1	1
IT Network Manager	1	1	1	1	1
Installation Technician	1	1	1	1	1
Systems Analyst I/II/Sr.	3	3	3	3	3
Network Administrator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup>Position moved

**STATEMENT OF PURPOSE**

To provide fiscal and business services to support the operations of the City. To provide a centralized source of procedures, information, and support related to the purchase and/or lease of supplies, materials, equipment, and contractual services for the City, and to manage and maintain a system of fixed asset identification, reporting, and accountability. Included in Financial Services is Business and Financial Services Administration, Accounting, Budget, Debt Management, Performance Management, and Investment Activities.

**PERFORMANCE GOALS**

1. Continue departmental education and training on use of the City's financial systems.
2. Continue to participate in the ICMA Open Access Benchmarking Initiative.
3. Participate in the GFOA's Certificate of Achievement for Financial Reporting Excellence program.
4. Participate in the GFOA's Distinguished Budget Presentation Award.
5. Continue to evaluate existing purchasing policies and procedures with emphasis on reducing acquisition time and paperwork.
6. Continue to seek methods of improved fixed asset accountability.
7. Continue to offer quarterly training classes in purchasing policies and procedures to include new employees and employees promoted to positions requiring purchasing knowledge.
8. Manage the investment activities for idle cash.
9. Manage efforts to implement the City's new financial software system, MUNIS.

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
<b>Accounting</b>	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Number of Checks Issued	4,377	4,200	4,200	4,000
Number of ACH Transactions (Payroll and A/P)	15,673	15,800	16,000	16,000
Number of Journal Entries	501	520	520	500
<b>Effectiveness</b>				
Percent of Checks Processed Without Error	99.0%	99.0%	99.0%	99.0%
Percent of ACH Transactions Processed Without Error	99.0%	99.0%	99.0%	99.0%
<b>Purchasing</b>				
<b>Workload</b>				
Number of Purchase Orders Fulfilled	1,012	1,000	1,000	1,000
Number of Procurement Card Transactions	11,560	11,000	11,000	11,000
Number of Contracts Reviewed	85	80	80	80
<b>Effectiveness</b>				
Percent of POs Completed Without Error	96%	97%	97%	98%
Procurement Card Error Rate	2%	2%	2%	1%

### BUDGET REQUEST

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 702,477	\$ 727,590	\$ 747,379	\$ 733,930	\$ 733,930
OVERTIME SALARIES	\$ 243	\$ 250	\$ 250	\$ 250	\$ 250
PART TIME SALARIES	\$ 12,404	\$ 12,716	\$ 12,919	\$ 7,752	\$ 7,752
FICA TAX	\$ 51,143	\$ 56,504	\$ 58,182	\$ 56,758	\$ 56,758
RETIREMENT	\$ 54,407	\$ 65,258	\$ 76,408	\$ 75,034	\$ 75,034
401(K) EMPLOYER CONTRIBUTION	\$ 20,749	\$ 21,705	\$ 22,428	\$ 22,027	\$ 22,027
HEALTH CARE	\$ 112,090	\$ 113,911	\$ 119,604	\$ 111,609	\$ 111,609
LIFE INSURANCE	\$ 1,523	\$ 1,790	\$ 1,850	\$ 1,817	\$ 1,817
EMP SEC INS	\$ 420	\$ 412	\$ 5,272	\$ 5,142	\$ 5,142
WORKERS COMPENSATION	\$ 27,000	\$ 27,000	\$ 28,800	\$ 28,800	\$ 28,800
<b>Personnel Total</b>	<b>\$ 982,457</b>	<b>\$ 1,027,136</b>	<b>\$ 1,073,092</b>	<b>\$ 1,043,119</b>	<b>\$ 1,043,119</b>
<b>Operations</b>					
GAS & OIL	\$ 557	\$ 610	\$ 855	\$ 753	\$ 753
DEPARTMENT SUPPLIES	\$ 6,771	\$ 6,000	\$ 7,000	\$ 7,000	\$ 7,000
COMPUTER SUPPLIES	\$ 364	\$ 400	\$ 400	\$ 400	\$ 400
TRAVEL	\$ 6,518	\$ 12,450	\$ 16,550	\$ 13,050	\$ 13,050
AUTO ALLOWANCE	\$ -	\$ -	\$ 2,584	\$ 2,584	\$ 2,584
TELEPHONE	\$ 459	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,968	\$ 1,968	\$ 1,968
WIRELESS AIR CARDS	\$ 456	\$ 457	\$ 457	\$ 457	\$ 457
POSTAGE	\$ 2,455	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400
MAINT AUTO	\$ 588	\$ 400	\$ 400	\$ 400	\$ 400
TRAINING	\$ 6,107	\$ 7,963	\$ 11,875	\$ 9,875	\$ 9,875
COPIER CONTRACT EXPENSE	\$ 3,925	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
INSURANCE PREMIUMS	\$ 195	\$ 318	\$ 146	\$ 146	\$ 146
DUES & SUBSCRIPTIONS	\$ 3,574	\$ 4,050	\$ 4,050	\$ 4,050	\$ 4,050
MISCELLANEOUS EXPENSE	\$ 1,340	\$ 750	\$ 275	\$ 275	\$ 275
AUDITING CONTRACT	\$ 33,200	\$ 34,000	\$ 35,500	\$ 35,500	\$ 35,500
TAX COLLECTION FEES	\$ 214,755	\$ 220,000	\$ 230,000	\$ 228,500	\$ 228,500
SPECIAL PROJECTS	\$ 185,194	\$ 314,048	\$ 120,000	\$ -	\$ -
CONTRACTED SERVICES	\$ 25,286	\$ 20,100	\$ 34,000	\$ 9,000	\$ 9,000
PERFORMANCE MEASUREMENT	\$ 200	\$ 8,900	\$ 10,500	\$ 500	\$ 500
PROFESSIONAL SERVICES	\$ 14,212	\$ 7,600	\$ 7,600	\$ 7,600	\$ 7,600
TRANSFER - CAP RESERVE FUND	\$ 450	\$ 7,600	\$ 7,975	\$ 7,975	\$ 7,975
<b>Operations Total</b>	<b>\$ 506,605</b>	<b>\$ 652,046</b>	<b>\$ 498,535</b>	<b>\$ 336,433</b>	<b>\$ 336,433</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,489,062</b>	<b>\$ 1,679,182</b>	<b>\$ 1,571,627</b>	<b>\$ 1,379,552</b>	<b>\$ 1,379,552</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Finance Director	1	1	1	1	1
Budget & Performance Manager <sup>1</sup>	1	0	0	0	0
Budget & Performance Analyst	1	1	1	1	1
Management Analyst/Sr. <sup>1</sup>	2	4	4	4	4
Finance Specialist <sup>1</sup>	1	0	0	0	0
Finance Manager	1	1	1	1	1
Accountant I/II	1	1	1	1	1
Account Clerk I/II <sup>2</sup>	2	0	0	0	0
Accounting Technician I/II <sup>2</sup>	0	2	2	2	2
Mail Coordinator (TPT)	1	1	1	1	1
Purchasing Coordinator <sup>3</sup>	0	1	1	1	1
Purchasing Manager <sup>3</sup>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	12	12	12	12	12

<sup>1</sup>Positions reclassified

<sup>2</sup>Position reclassified

<sup>3</sup>Position reclassified



**STATEMENT OF PURPOSE**

To provide management of billing, collections and customer fulfillment to the consumers and citizens of the City of Salisbury's water and sewer utility, garbage, recycling, storm water, and other City services.

**PERFORMANCE GOALS**

1. Continue to improve the collection process to reduce past due balances by continuing the execution of the 30-day cutoff cycle.
2. Collect accurate customer data to ensure proper billings of municipal services from the start of service.
3. Promote and assist business and residential customer sign-up for the free "Eye on Water" customer portal that monitors water usage, provides notification for 24-hour usage and promotes conservation.
4. Partner with other divisions across the City to ensure that account information is accurate and synergistic.
5. Foster an atmosphere of excellence through ongoing customer service, communications, and technical training for a deeper understanding and knowledge of the utilities business.
6. Implement a new software system for utility billing with Tyler Technologies/MUNIS.

**PERFORMANCE MEASURES**

	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Projected</b>	<b>Goal</b>
<b>Workload</b>				
Number of Utility Bills Generated	248,082	248,100	248,150	N/A
Number of Teller Transactions	52,977	50,050	49,500	N/A
<b>Effectiveness</b>				
Percent of Utility Bills Mailed Without Error	99.5%	99.9%	99.9%	100%

\* These are estimates, as Audiolog Call Statistics Reporting System was not always functional.

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 235,109	\$ 283,105	\$ 308,886	\$ 272,410	\$ 272,410
OVERTIME SALARIES	\$ 84	\$ 560	\$ 500	\$ 500	\$ 500
PART TIME SALARIES	\$ 10,888	\$ 15,895	\$ 15,895	\$ 6,460	\$ 6,460
FICA TAX	\$ 17,585	\$ 23,019	\$ 24,885	\$ 21,372	\$ 21,372
RETIREMENT	\$ 18,488	\$ 25,708	\$ 31,620	\$ 27,891	\$ 27,891
401(K) EMPLOYER CONTRIBUTION	\$ 7,049	\$ 8,551	\$ 9,281	\$ 8,186	\$ 8,186
HEALTH CARE	\$ 64,599	\$ 81,940	\$ 88,200	\$ 67,234	\$ 67,234
LIFE INSURANCE	\$ 514	\$ 707	\$ 766	\$ 673	\$ 673
EMP SEC INS	\$ 190	\$ 169	\$ 2,256	\$ 1,935	\$ 1,935
WORKERS COMPENSATION	\$ 23,192	\$ 20,250	\$ 21,600	\$ 19,200	\$ 19,200
<b>Personnel Total</b>	<b>\$ 377,698</b>	<b>\$ 459,904</b>	<b>\$ 503,889</b>	<b>\$ 425,861</b>	<b>\$ 425,861</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
DEPARTMENT SUPPLIES	\$ 2,337	\$ 2,300	\$ 2,500	\$ 2,500	\$ 2,500
TRAVEL	\$ 176	\$ 2,000	\$ 3,000	\$ 3,000	\$ 3,000
TELEPHONE	\$ 255	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 434	\$ 1,987	\$ 2,750	\$ 2,750	\$ 2,750
COPIER CONTRACT EXPENSE	\$ 1,317	\$ 2,000	\$ 1,500	\$ 1,500	\$ 1,500
MISCELLANEOUS EXPENSE	\$ 696	\$ 300	\$ 300	\$ 300	\$ 300
CONTRACTED SERVICES	\$ 50	\$ 1,200	\$ 300	\$ 300	\$ 300
PROFESSIONAL SERVICES	\$ 2,524	\$ 180	\$ 250	\$ 250	\$ 250
TRANSFER - CAP RESERVE FUND	\$ 5,600	\$ 1,050	\$ 3,250	\$ 3,250	\$ 3,250
<b>Operations Total</b>	<b>\$ 13,389</b>	<b>\$ 11,017</b>	<b>\$ 13,850</b>	<b>\$ 13,850</b>	<b>\$ 13,850</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 391,087</b>	<b>\$ 470,921</b>	<b>\$ 517,739</b>	<b>\$ 439,711</b>	<b>\$ 439,711</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Customer Service Manager	1	1	1	1	1
Customer Service Clerk <sup>1</sup>	8	7	7	6	6
Customer Service Clerk (TPT) <sup>1</sup>	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>11</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>8</b>

<sup>1</sup>Positions eliminated

**STATEMENT OF PURPOSE**

Planning and Community Development coordinates long-range planning that identifies place-making opportunities to strengthen neighborhoods, enhance transportation corridors, and improve the economic vitality of the downtown.

**PERFORMANCE GOALS**

1. To engage citizens, neighborhoods, downtown representatives, other public/government entities, businesses, and non-profit organizations in visioning and planning:
  - Forward 2040: Salisbury's Framework for Growth (comprehensive plan), opportunity zone and brownfield redevelopment planning for Kesler Mill and other sites.
  - Facilitate the work of the Public Art Committee, Community Appearance Commission, and Housing Advocacy Commission.
2. To carry out adopted plans and special projects that add value and permanence to downtown, transportation corridors, and neighborhoods:
  - Dixonville-Lincoln Memorial Project.
  - Further development of the Fisher St. Entertainment District to support the new Bell Tower Green park project.
  - Sculpture Show/History & Art Trail.
  - BlockWork and other community appearance initiatives.
  - Innes and Long Complete Streets Plan and the development of the Main Street design.
  - Downtown Salisbury Master Plan, West End, Eastern Gateway, Park Avenue, North Main Street, and other area plans.
3. To implement City programs along with leveraged federal, state, and local grants to revitalize the downtown and neighborhoods:
  - Façade grants, historic rehabilitation grants, and incentives to increase downtown residential development.
  - Expanded housing improvement programs.
  - Community development and affordable housing programs.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 240,237	\$ 240,488	\$ 244,810	\$ 241,216	\$ 241,216
OVERTIME SALARIES	\$ 1,032	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 18,079	\$ 18,294	\$ 18,729	\$ 18,453	\$ 18,453
RETIREMENT	\$ 17,719	\$ 21,571	\$ 25,020	\$ 24,652	\$ 24,652
401(K) EMPLOYER CONTRIBUTION	\$ 6,081	\$ 7,174	\$ 7,344	\$ 7,237	\$ 7,237
HEALTH CARE	\$ 33,166	\$ 39,038	\$ 45,047	\$ 40,039	\$ 40,039
LIFE INSURANCE	\$ 497	\$ 594	\$ 608	\$ 599	\$ 599
EMP SEC INS	\$ 150	\$ 135	\$ 1,700	\$ 1,675	\$ 1,675
WORKERS COMPENSATION	\$ 9,000	\$ 9,000	\$ 9,600	\$ 9,600	\$ 9,600
<b>Personnel Total</b>	<b>\$ 325,960</b>	<b>\$ 336,294</b>	<b>\$ 352,858</b>	<b>\$ 343,471</b>	<b>\$ 343,471</b>



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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
MEETING EXPENSES	\$ 495	\$ 1,000	\$ 4,000	\$ 2,500	\$ 2,500
CAC PROGRAMS	\$ 2,455	\$ 3,484	\$ 3,400	\$ 2,900	\$ 2,900
DEPARTMENT SUPPLIES	\$ 3,045	\$ 3,240	\$ 4,120	\$ 3,620	\$ 3,620
TRAVEL	\$ 2,265	\$ 1,860	\$ 2,800	\$ 2,000	\$ 2,000
TELEPHONE	\$ 912	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,344	\$ 1,344	\$ 1,344
POSTAGE	\$ 1,553	\$ 1,000	\$ 2,000	\$ 2,000	\$ 2,000
ADVERTISING	\$ 8,858	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
TRAINING	\$ 1,133	\$ 3,740	\$ 2,800	\$ 2,000	\$ 2,000
INSURANCE PREMIUMS	\$ 607	\$ 246	\$ 271	\$ 271	\$ 271
INSURANCE CLAIMS	\$ 800	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 1,426	\$ 1,500	\$ 2,000	\$ 1,500	\$ 1,500
MISCELLANEOUS EXPENSE	\$ 1,094	\$ 1,300	\$ 1,500	\$ 1,000	\$ 1,000
SPECIAL PROJECTS	\$ 1,137,514	\$ 2,348,443	\$ 596,050	\$ 276,050	\$ 276,050
E INNES STREETSCAPE	\$ 7,950	\$ 68,087	\$ -	\$ -	\$ -
PUBLIC ART/SCULPTURE SHOW	\$ 40,747	\$ 10,000	\$ 20,000	\$ 10,000	\$ 10,000
BLOCKWORK	\$ 9,912	\$ 15,000	\$ 20,000	\$ 10,000	\$ 10,000
KESLER MILL	\$ 61,491	\$ 10,000	\$ 6,000	\$ 5,000	\$ 5,000
PROFESSIONAL SERVICES	\$ 26,317	\$ 64,350	\$ 28,000	\$ 26,750	\$ 26,750
ACTION GRANTS	\$ 23,537	\$ 22,000	\$ 50,000	\$ 40,000	\$ 40,000
COMMUNITY APPEARANCE COMM	\$ -	\$ 400	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 4,637	\$ 4,200	\$ 1,700	\$ 1,700	\$ 1,700
<b>Operations Total</b>	<b>\$ 1,336,748</b>	<b>\$ 2,560,850</b>	<b>\$ 746,985</b>	<b>\$ 389,635</b>	<b>\$ 389,635</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,662,708</b>	<b>\$ 2,897,144</b>	<b>\$ 1,099,843</b>	<b>\$ 733,106</b>	<b>\$ 733,106</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Community Planning Services Director	1	1	1	1	1
Planner I/II/Sr/Urban Design	2	2	2	2	2
Sr. Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

**STATEMENT OF PURPOSE**

To provide citizens, builders, and developers a centralized source of information, permitting, licensing, and enforcement services through planning & zoning, permitting, and inspections. To provide Planning Board, Board of Adjustment, Historic Preservation Commission, Alternate Methods of Design Commission, Technical Review Commission, and City Council Board support through a centralized development and code services shop.

**PERFORMANCE GOALS**

Continue providing a One Stop Development Shop at the City Office Building by being the ‘front door’ for all development proposals within our jurisdictional limits.

1. In coordination with all federal, state, county, and city development process partners, continue to provide excellent customer service to all members of the general public in securing the appropriate permits, licensing, and requisite approvals.
2. Continue to administer, review, and modify when necessary the Land Development Ordinance and Historic District Guidelines.
3. Continue to perform field inspections to ensure compliance with various codes and ordinances.
4. Continue to coordinate with Rowan County to issue Certificates of Compliance/Occupancy.
5. Continue to issue Certificates of Appropriateness for new construction, renovations, and additions within the local historic districts.
6. Continue liaison staffing to the Planning Board, Board of Adjustment, and Alternate Methods of Design Commission, as well as providing appropriate training for those volunteer members.
7. Continue to monitor and improve the plan review process through text amendments or policy adjustments.
8. Continue to update and administer water/sewer permitting for Rockwell, Granite Quarry, Spencer, East Spencer, China Grove, and portions of Rowan County.
9. Ensure the requirements of the backflow prevention, FOG, pretreatment, and NPDES Phase 2 Stormwater ordinances are met as required.
10. Assist with development of a comprehensive infrastructure improvement plan for downtown.
11. Continue to administer and update the City’s street address system in coordination with GIS.
12. Assist Downtown Salisbury, Inc. (DSI) in implementation of the Downtown Master Plan.
13. Support and partner with Rowan County in seeking improvements to the development review process.
14. Identify additional opportunities to improve pre-submittal plan review process.
15. Adopt standards and ordinances that support implementation of Vision 2020.

**PERFORMANCE MEASURES**

	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Projected</b>	<b>Goal</b>
<b>Workload</b>				
General Rezoning Requests Processed	10	5	5	N/A
Conditional District Rezoning	4	5	5	N/A
Major Site Plan Reviews	2	5	5	N/A
Minor Site Plan Reviews	14	15	15	N/A
Zoning Permits (Commercial Upfits)	47	40	30	N/A
Zoning Permits (New SF/SF Additions/Accessory Structures)	171	240	225	N/A
Number of New Businesses Issued 'Business Registry Permits'	83	75	75	N/A
<b>Efficiency</b>				
Average Number of Days For CD or General Rezoning Legislative Process	45	45	45	45
Average Number of Days for Major Site Plan Approval (site & construct docs)	45	45	45	45
Average Number of Processing Days For Minor Site Plan Approval	30	30	30	30
Average Number of Processing Days Per Rezoning Request	45	45	45	45
<b>Effectiveness</b>				
Percent of CD and Rezoning Requests Approved as Presented	0%	98%	100%	100%

### BUDGET REQUEST

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 151,736	\$ 216,047	\$ 220,114	\$ 216,154	\$ 216,154
OVERTIME SALARIES	\$ -	\$ 53	\$ -	\$ -	\$ -
PART TIME SALARIES	\$ 1,139	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 11,118	\$ 16,467	\$ 16,839	\$ 16,535	\$ 16,535
RETIREMENT	\$ 11,675	\$ 19,420	\$ 22,495	\$ 22,091	\$ 22,091
401(K) EMPLOYER CONTRIBUTION	\$ 4,453	\$ 6,458	\$ 6,603	\$ 6,484	\$ 6,484
HEALTH CARE	\$ 26,339	\$ 39,038	\$ 38,428	\$ 36,260	\$ 36,260
LIFE INSURANCE	\$ 322	\$ 549	\$ 546	\$ 535	\$ 535
EMP SEC INS	\$ 122	\$ 125	\$ 1,526	\$ 1,498	\$ 1,498
WORKERS COMPENSATION	\$ 9,000	\$ 9,000	\$ 9,600	\$ 9,600	\$ 9,600
<b>Personnel Total</b>	<b>\$ 215,903</b>	<b>\$ 307,157</b>	<b>\$ 316,151</b>	<b>\$ 309,157</b>	<b>\$ 309,157</b>
<b>Operations</b>					
GAS & OIL	\$ -	\$ 260	\$ 260	\$ 240	\$ 240
DEPARTMENT SUPPLIES	\$ 2,012	\$ 1,500	\$ 1,850	\$ 1,850	\$ 1,850
TRAVEL	\$ 344	\$ 2,300	\$ 2,300	\$ 1,800	\$ 1,800
TELEPHONE	\$ 357	\$ 416	\$ -	\$ -	\$ -
POSTAGE	\$ 794	\$ 600	\$ 800	\$ 800	\$ 800
PRINTING	\$ -	\$ 600	\$ 600	\$ 600	\$ 600
MAINT AUTO	\$ -	\$ -	\$ 250	\$ 250	\$ 250
ADVERTISING	\$ 2,267	\$ 2,000	\$ 2,250	\$ 2,000	\$ 2,000
TRAINING	\$ 1,502	\$ 1,350	\$ 1,500	\$ 1,200	\$ 1,200
COPIER CONTRACT EXPENSE	\$ 4,387	\$ 4,500	\$ 5,000	\$ 5,000	\$ 5,000
INSURANCE PREMIUMS	\$ -	\$ 210	\$ 231	\$ 231	\$ 231
DUES & SUBSCRIPTIONS	\$ 531	\$ 900	\$ 1,525	\$ 1,525	\$ 1,525
MISCELLANEOUS EXPENSE	\$ 660	\$ 350	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ 33,639	\$ 94,000	\$ 48,000	\$ 29,000	\$ 29,000
PROFESSIONAL SERVICES	\$ -	\$ 7,260	\$ 300	\$ 300	\$ 300
ECONOMIC DEV COMM	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088	\$ 114,088
TRANSFER - CAP RESERVE FUND	\$ 3,186	\$ 1,762	\$ 3,458	\$ 3,458	\$ 3,458
<b>Operations Total</b>	<b>\$ 163,767</b>	<b>\$ 232,096</b>	<b>\$ 182,412</b>	<b>\$ 162,342</b>	<b>\$ 162,342</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 379,670</b>	<b>\$ 539,253</b>	<b>\$ 498,563</b>	<b>\$ 471,499</b>	<b>\$ 471,499</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Development Services Manager	1	1	1	1	1
Development Services Coordinator <sup>1</sup>	1	1	1	1	1
Senior Planner <sup>1</sup>	1	0	0	0	0
Development Services Specialist	0	1	1	1	1
Housing Planner <sup>2</sup>	0	0	1	1	1
Development Technician <sup>2</sup>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	4	4	4	4	4

<sup>1</sup>Position reclassified

<sup>2</sup>Position reclassified

**STATEMENT OF PURPOSE**

To provide citizens, property owners, landlords, and business owners fair and equitable enforcement of the City's Nuisance, Minimum Housing, and Zoning ordinances in order to safeguard and maintain a clean, safe, and beautiful community. To provide assistance to law enforcement, life-safety agencies, neighborhood advocacy groups, and staff liaison to the Housing Advocacy Commission and City Council through the centralized development and code services shop.

**PERFORMANCE GOALS**

1. In coordination with all federal, state, county, and city development process partners, continue to provide excellent customer service to all members of the general public.
2. Continue to administer and enforce the Land Development Ordinance and Historic District Guidelines, as well as all Nuisance and Minimum Housing city codes.
3. Continue to perform field inspections to ensure compliance with various codes and ordinances.
4. Continue to coordinate with Rowan County and assist Development Services in the issuance of Certificates of Compliance/Occupancy.
5. Continue liaison staffing of the Housing Advocacy Commission and Neighborhood Leaders Alliance, as well as providing appropriate training for those volunteer members.
6. Continue to assist the Police Department and other law enforcement agencies with homeless camp abstraction and other special projects.
7. Assist Downtown Salisbury, Inc. (DSI) with implementation and enforcement of the Downtown Maintenance Code.
8. Continue to coordinate and assist Purchasing Coordinator with applicable contract services.
9. Identify additional opportunities to improve (streamline and simplify) the enforcement process while always maintaining the highest of standards and ensuring due process.

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Total Number of Nuisance Cases Generated	3,102	3,210	3,370	3,100
<b>Efficiency</b>				
Cost Per Nuisance Case Abated (contractor)	\$ 63	\$ 63	\$ 63	\$ 63
<b>Effectiveness</b>				
Percentage of Cases Corrected By Owner	81%	81%	81%	85%

### BUDGET REQUEST

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 126,657	\$ 157,172	\$ 168,490	\$ 131,473	\$ 131,473
OVERTIME SALARIES	\$ 3,070	\$ 830	\$ -	\$ -	\$ -
PART TIME SALARIES	\$ -	\$ -	\$ -	\$ -	\$ 25,473
FICA TAX	\$ 9,758	\$ 12,088	\$ 12,890	\$ 10,058	\$ 12,007
RETIREMENT	\$ 10,083	\$ 14,253	\$ 17,220	\$ 13,436	\$ 13,436
401(K) EMPLOYER CONTRIBUTION	\$ 3,844	\$ 4,740	\$ 5,055	\$ 3,945	\$ 3,945
HEALTH CARE	\$ 26,667	\$ 39,038	\$ 43,153	\$ 27,195	\$ 27,195
LIFE INSURANCE	\$ 194	\$ 395	\$ 418	\$ 326	\$ 326
EMP SEC INS	\$ 90	\$ 90	\$ 1,170	\$ 911	\$ 1,089
WORKERS COMPENSATION	\$ 9,000	\$ 9,000	\$ 9,600	\$ 7,200	\$ 9,600
<b>Personnel Total</b>	<b>\$ 189,365</b>	<b>\$ 237,606</b>	<b>\$ 257,996</b>	<b>\$ 194,544</b>	<b>\$ 224,544</b>
<b>Operations</b>					
UNIFORMS	\$ 1,541	\$ 1,500	\$ 2,000	\$ 2,000	\$ 2,000
MEETING EXPENSES	\$ 275	\$ 250	\$ 500	\$ 500	\$ 500
GAS & OIL	\$ 5,226	\$ 5,695	\$ 6,610	\$ 5,728	\$ 5,728
DEPARTMENT SUPPLIES	\$ 984	\$ 1,250	\$ 1,500	\$ 1,500	\$ 1,500
TRAVEL	\$ 977	\$ 2,505	\$ 1,800	\$ 1,800	\$ 1,800
TELEPHONE	\$ 546	\$ 1,224	\$ 972	\$ 972	\$ 972
WIRELESS AIR CARDS	\$ 1,825	\$ 960	\$ 960	\$ 960	\$ 960
POSTAGE	\$ 2,866	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750
PRINTING	\$ 489	\$ 550	\$ 600	\$ 600	\$ 600
MAINT AUTO	\$ 2,419	\$ 1,500	\$ 1,000	\$ 1,000	\$ 1,000
MINIMUM HOUSING	\$ 60,214	\$ 120,000	\$ 120,000	\$ 95,000	\$ 95,000
ADVERTISING	\$ -	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
TRAINING	\$ 1,193	\$ 3,175	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 698	\$ 665	\$ 681	\$ 681	\$ 681
DUES & SUBSCRIPTIONS	\$ 110	\$ 120	\$ 60	\$ 60	\$ 60
MISCELLANEOUS EXPENSE	\$ 73	\$ -	\$ 250	\$ 250	\$ 250
TRANSFER - CAP RESERVE FUND	\$ 9,010	\$ 4,010	\$ 450	\$ 450	\$ 450
<b>Operations Total</b>	<b>\$ 88,444</b>	<b>\$ 147,354</b>	<b>\$ 142,833</b>	<b>\$ 116,951</b>	<b>\$ 116,951</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 277,809</b>	<b>\$ 384,960</b>	<b>\$ 400,829</b>	<b>\$ 311,495</b>	<b>\$ 341,495</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Code Services Manager <sup>1</sup>	1	0	1	1	1
Code Services Coordinator <sup>1</sup>	0	1	0	0	0
Code & Development Services Tech <sup>1,2</sup>	0	0	1	0	0
Senior Code Enforcement Officer <sup>1</sup>	1	1	0	0	0
Remedial Action Plan (TPT) <sup>3</sup>	0	0	0	0	1
Code Enforcement Officer	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>4</b>

<sup>1</sup>Position reclassified

<sup>2</sup>Position eliminated

<sup>3</sup>Position moved from 514

## STATEMENT OF PURPOSE

To provide a comprehensive strategy for downtown revitalization within the Municipal Service District (MSD) using the National Main Street Center's Four-Point Approach® which includes: organization, promotion, design and economic development best practices by partnering with Downtown Salisbury, Inc. (DSI), a 501c3 non-profit organization.

## PERFORMANCE GOALS

Manage funding to create an environment that fosters overall economic development within the MSD:

1. Provide necessary technical support to implement a comprehensive downtown revitalization program.
2. Provide assistance for historic property renovation and partnerships for redevelopment.
3. Improve appearance, safety, accessibility, and cleanliness of streetscape and public space, as well as properties in downtown.
4. Positively market, advertise, and promote downtown through a variety of efforts, including cooperative advertising, special events and activities.
5. Implement comprehensive strategies for business recruitment and retention.
6. Promote current and develop new economic incentive tools to spur private investment.
7. Update and promote downtown Master Plan to attract and increase private investment and increase property values in downtown.
8. Increase utilization of the 501(c)(3) organization for development alternatives.
9. Provide business education & property development assistance to existing businesses and businesses locating or expanding in the MSD.
10. Expand community involvement in downtown activities through social media, e-newsletters, press releases, promotions, special events, and community activities.

## PERFORMANCE MEASURES

	FY 2019 Actual	FY 2020 Estimate	FY 2021 Projected	Goal
<b>Workload</b>				
Building Rehabilitation Projects Completed	6	5	5	7
Number of Downtown Events	12	12	N/A*	14
Number of Partnered Events	1	2	2	3
Business Retention Services & Seminars	6	6	6	8
Stakeholders Meetings	1	4	4	4
Newsletters Generated	12	12	12	12
Tourism Campaigns	2	3	3	4
Communication Tools created	3	2	1	1
Communication Tools maintained/improved	1	5	5	6
<b>Effectiveness</b>				
Downtown Commercial Building Vacancy Rate	9%	9%	7%	5%
New Private Funds Invested (Millions)	\$ 5.40	\$ 4.00	\$ 4.00	\$ 6.00
New Businesses Opened/Assisted	15	8	10	15

\* Unknown at the time due to COVID-19

### BUDGET REQUEST

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 140,985	\$ 173,534	\$ 175,370	\$ 172,214	\$ 172,214
PART TIME SALARIES	\$ 4,291	\$ -	\$ -	\$ -	\$ -
LEO SEPARATION ALLOWANCE	\$ 29	\$ 19	\$ -	\$ -	\$ -
FICA TAX	\$ 10,725	\$ 13,125	\$ 13,416	\$ 13,175	\$ 13,175
RETIREMENT	\$ 10,913	\$ 15,476	\$ 17,923	\$ 17,601	\$ 17,601
401K-SWORN LAW	\$ 17	\$ 11	\$ -	\$ -	\$ -
401(K) EMPLOYER CONTRIBUTION	\$ 4,151	\$ 5,147	\$ 5,261	\$ 5,166	\$ 5,166
HEALTH CARE	\$ 21,821	\$ 27,447	\$ 28,821	\$ 27,195	\$ 27,195
LIFE INSURANCE	\$ 346	\$ 425	\$ 434	\$ 426	\$ 426
EMP SEC INS	\$ 480	\$ 1,189	\$ 1,216	\$ 1,193	\$ 1,193
WORKERS COMPENSATION	\$ 6,058	\$ 6,750	\$ 7,200	\$ 7,200	\$ 7,200
<b>Personnel Total</b>	<b>\$ 199,814</b>	<b>\$ 243,123</b>	<b>\$ 249,641</b>	<b>\$ 244,170</b>	<b>\$ 244,170</b>
<b>Operations</b>					
MEETING EXPENSES	\$ 5,407	\$ 700	\$ 400	\$ 200	\$ 200
DEPARTMENT SUPPLIES	\$ 5,079	\$ 2,000	\$ 1,850	\$ 400	\$ 400
TRAVEL	\$ 73	\$ 500	\$ 1,150	\$ 250	\$ 250
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,968	\$ 1,968	\$ 1,968
POSTAGE	\$ 104	\$ 200	\$ 100	\$ 100	\$ 100
ELECTRIC POWER	\$ 420	\$ 379	\$ 877	\$ 799	\$ 799
PRINTING	\$ 45	\$ 300	\$ 300	\$ 200	\$ 200
ADVERTISING	\$ 67	\$ 270	\$ 2,460	\$ 500	\$ 500
TRAINING	\$ 2,054	\$ 2,000	\$ 1,800	\$ 500	\$ 500
COPIER CONTRACT EXPENSE	\$ 1,800	\$ 1,481	\$ 2,500	\$ 2,500	\$ 2,500
DUES & SUBSCRIPTIONS	\$ 666	\$ 2,000	\$ 4,050	\$ 3,575	\$ 3,575
MISCELLANEOUS EXPENSE	\$ 109	\$ 200	\$ 200	\$ 200	\$ 200
SPECIAL PROJECTS	\$ 5,538	\$ 5,000	\$ -	\$ -	\$ -
CONTRACTED SERVICES	\$ 6,750	\$ 5,400	\$ 2,700	\$ -	\$ -
SPECIAL EVENTS	\$ 10,987	\$ 20,000	\$ 23,500	\$ 13,926	\$ 13,926
SPRING FESTIVAL	\$ 97,929	\$ 80,000	\$ 80,000	\$ 76,000	\$ 76,000
PROFESSIONAL SERVICES	\$ 447	\$ 500	\$ 3,000	\$ 500	\$ 500
TRANSFER - CAP RESERVE FUND	\$ 900	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
<b>Operations Total</b>	<b>\$ 138,375</b>	<b>\$ 122,180</b>	<b>\$ 128,105</b>	<b>\$ 102,868</b>	<b>\$ 102,868</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 338,189</b>	<b>\$ 365,303</b>	<b>\$ 377,746</b>	<b>\$ 347,038</b>	<b>\$ 347,038</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Downtown Development Director	1	1	1	1	1
Events Coordinator	1	1	1	1	1
Administration Specialist <sup>1</sup>	0	1	1	1	1
<b>TOTAL</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

<sup>1</sup>Position added

**STATEMENT OF PURPOSE**

To provide the City with a resource capable of effectively monitoring and evaluating municipal traffic safety and traffic flow, and to develop and implement programs designed to address those needs through a network of traffic signals, traffic control signs, and engineering evaluations.

**PERFORMANCE GOALS**

1. Provide quarterly maintenance and documentation in accordance with NCDOT standards to ensure maximum reimbursement through Maintenance Municipal Agreements.
2. Maintain City-owned street lighting to minimize outages.

**PERFORMANCE MEASURES**

	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Projected</b>	<b>Goal</b>
Traffic Signal LEDs Replaced (excluding routine maint.)	11	20	20	N/A
Average Response to Emergency Call Backs (minutes)	49	50	50	N/A
Emergency Call Backs	230	225	225	N/A
Underground Locate Tickets Received	1,634	2,366	1,700	N/A
Underground Locate Tickets Marked	492	1,408	1,000	N/A

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 77,897	\$ 115,869	\$ 124,657	\$ 122,499	\$ 122,499
OVERTIME SALARIES	\$ 10,746	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
FICA TAX	\$ 6,699	\$ 9,407	\$ 10,148	\$ 9,984	\$ 9,984
RETIREMENT	\$ 6,887	\$ 11,092	\$ 13,559	\$ 13,337	\$ 13,337
401(K) EMPLOYER CONTRIBUTION	\$ 2,629	\$ 3,697	\$ 3,980	\$ 3,914	\$ 3,914
HEALTH CARE	\$ 17,778	\$ 27,447	\$ 28,821	\$ 27,195	\$ 27,195
LIFE INSURANCE	\$ 175	\$ 271	\$ 303	\$ 297	\$ 297
EMP SEC INS	\$ 49	\$ 760	\$ 846	\$ 831	\$ 831
WORKERS COMPENSATION	\$ 4,500	\$ 6,750	\$ 7,200	\$ 7,200	\$ 7,200
<b>Personnel Total</b>	<b>\$ 127,361</b>	<b>\$ 183,293</b>	<b>\$ 197,514</b>	<b>\$ 193,257</b>	<b>\$ 193,257</b>



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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 773	\$ 1,050	\$ 1,200	\$ 900	\$ 900
PROTECTIVE EQUIPMENT	\$ 432	\$ 600	\$ 900	\$ 900	\$ 900
EXPENDABLE EQUIPMENT	\$ 6,014	\$ 2,500	\$ 3,000	\$ 2,500	\$ 2,500
GAS & OIL	\$ 7,260	\$ 7,994	\$ 9,586	\$ 8,443	\$ 8,443
DEPARTMENT SUPPLIES	\$ 713	\$ 200	\$ 500	\$ 500	\$ 500
CELL PHONE STIPEND	\$ -	\$ -	\$ 900	\$ 900	\$ 900
WIRELESS AIR CARDS	\$ 1,144	\$ 1,780	\$ 1,980	\$ 1,980	\$ 1,980
POSTAGE	\$ 63	\$ 165	\$ 100	\$ 100	\$ 100
TRAFFIC SIGNAL	\$ 5,335	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
MAINT EQUIPMENT	\$ 59	\$ 142	\$ 1,000	\$ 1,000	\$ 1,000
MAINT TRAFFIC SIGNALS	\$ 24,755	\$ 17,286	\$ 35,110	\$ 33,610	\$ 33,610
MAINT AUTO	\$ 4,322	\$ 4,250	\$ 5,000	\$ 5,000	\$ 5,000
VEHICLE DAMAGE REPAIR	\$ -	\$ 108	\$ -	\$ -	\$ -
TRAINING	\$ -	\$ 1,400	\$ 4,200	\$ 2,800	\$ 2,800
INSURANCE PREMIUMS	\$ 717	\$ 775	\$ 565	\$ 565	\$ 565
INSURANCE CLAIMS	\$ 1,632	\$ -	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ -	\$ -	\$ 18,977	\$ 6,477	\$ 6,477
CONTRACTED SERVICES	\$ 15,305	\$ 11,127	\$ 26,700	\$ 26,700	\$ 26,700
TRANSFER - CAP RESERVE FUND	\$ 16,450	\$ 19,658	\$ 17,350	\$ 17,350	\$ 17,350
<b>Operations Total</b>	<b>\$ 84,973</b>	<b>\$ 75,035</b>	<b>\$ 133,068</b>	<b>\$ 115,725</b>	<b>\$ 115,725</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 212,333</b>	<b>\$ 258,328</b>	<b>\$ 330,582</b>	<b>\$ 308,982</b>	<b>\$ 308,982</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Traffic Signal Technician <sup>1</sup>	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

<sup>1</sup>Position added



**Central City Buildings****501****STATEMENT OF PURPOSE**

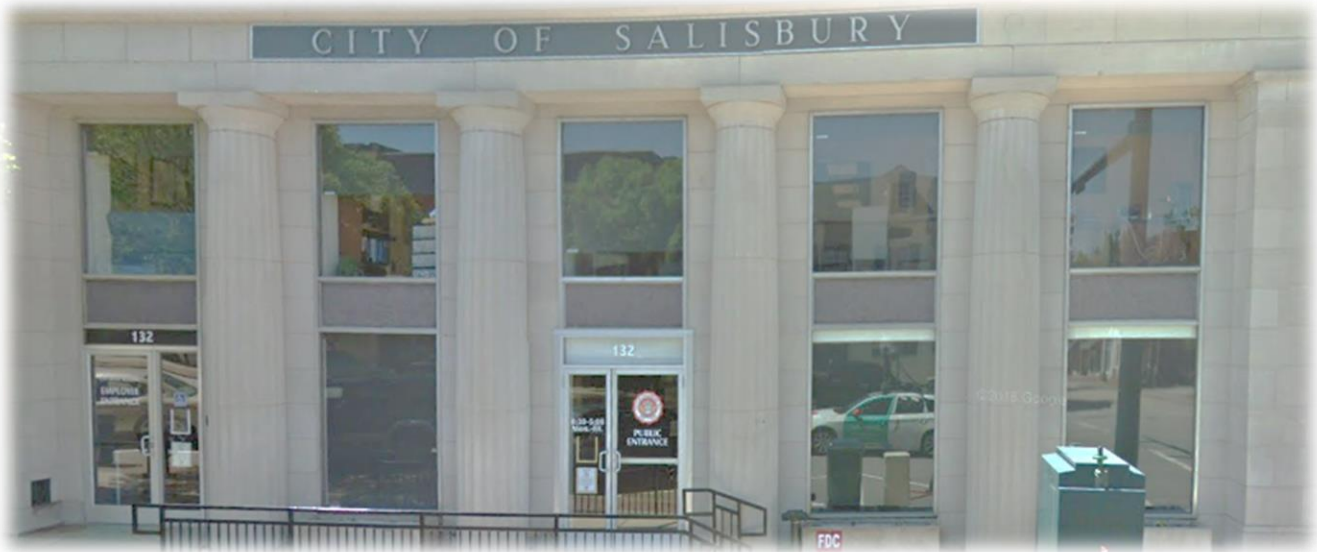
The City of Salisbury utilizes buildings throughout the City for offices to support our organization. City Office Building houses Development Services, Human Resources, Code Enforcement, Engineering, City Administration, and Financial Services. City Hall houses Council Chambers, Communications, the Mayor's office, Council Administration, Clerks Office, and Parks and Recreation Administration. Customer Service Center has offices and operations to support utility bill payment, Information Technology and Telecommunications. Park Avenue is used as the location for the Fire Marshall's office. Adjacent to the Park Avenue property is the Park Avenue Community Center, and West End Community Development is located within the West End Community property. These properties provide space for offices, meeting rooms, and required storage of documentation necessary for daily operations.

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 2,206	\$ 3,100	\$ 3,100	\$ 2,900	\$ 2,900
GAS & OIL	\$ 2,424	\$ 2,813	\$ 2,860	\$ 2,640	\$ 2,640
TELEPHONE	\$ 1,663	\$ -	\$ -	\$ -	\$ -
WIRELESS AIR CARDS	\$ 415	\$ 457	\$ 500	\$ 500	\$ 500
ELECTRIC POWER	\$ 192,094	\$ 191,600	\$ 248,636	\$ 222,266	\$ 222,266
NATURAL GAS	\$ 16,339	\$ 17,866	\$ 19,959	\$ 17,102	\$ 17,102
CITY UTILITIES	\$ 44,352	\$ 37,468	\$ 40,289	\$ 37,226	\$ 37,226
BUILDINGS & GROUNDS	\$ 225,147	\$ 105,000	\$ 115,450	\$ 74,500	\$ 74,500
PRICE HIGH SCHOOL	\$ 9,858	\$ 15,838	\$ 12,776	\$ 12,776	\$ 12,776
AMTRAK STATION	\$ 11,723	\$ 16,765	\$ 16,655	\$ 16,655	\$ 16,655
B/G CONTRACTED SERVICES	\$ 131,030	\$ 144,762	\$ 144,395	\$ 142,182	\$ 142,182
MAINT EQUIPMENT	\$ 4,553	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
LEASE PMTS-PK LOT	\$ 9,079	\$ 13,250	\$ 13,250	\$ -	\$ -
INSURANCE PREMIUMS	\$ 11,559	\$ 11,898	\$ 12,130	\$ 12,130	\$ 12,130
TRANSFER - CAP RESERVE FUND	\$ 14,352	\$ 14,352	\$ 14,352	\$ 14,352	\$ 14,352
<b>Operations Total</b>	<b>\$ 676,793</b>	<b>\$ 575,169</b>	<b>\$ 645,352</b>	<b>\$ 556,229</b>	<b>\$ 556,229</b>
<b>Capital</b>					
C O ROOF / HVAC	\$ 26,385	\$ 345,288	\$ 41,500	\$ -	\$ -
C/O BUILDINGS	\$ 50,311	\$ -	\$ 444,000	\$ -	\$ -
C O BLDG & GRNDS	\$ 22,051	\$ 385,000	\$ 500,000	\$ 25,000	\$ 25,000
<b>Capital Total</b>	<b>\$ 98,747</b>	<b>\$ 730,288</b>	<b>\$ 985,500</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>
<b>Grand Total</b>	<b>\$ 775,540</b>	<b>\$ 1,305,457</b>	<b>\$ 1,630,852</b>	<b>\$ 581,229</b>	<b>\$ 581,229</b>

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>City Office Building (000)</b>			
Renovation of first floor	\$ 444,000	\$ -	\$ -
<b>City Hall (251)</b>			
HVAC Replacement	33,500	-	-
<b>Sal. West Comm. Center (252)</b>			
HVAC Replacement	8,000	-	-
<b>Park Ave Comm Center (253)</b>			
Tuckpoint Brick	25,000	-	-
<b>Parks (256)</b>			
City Park Lake Rehabilitation	150,000	-	-
Tennis Court Lighting Replacement	25,000	25,000	25,000
Exterior Bathrooms - Kelsey Scott Park	130,000	-	-
Exterior Bathrooms - City Park	130,000	-	-
Play Structure - Cannon Park	40,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 985,500</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>



**STATEMENT OF PURPOSE**

This property serves as an anchor for our downtown area and exemplifies the elements necessary for a robust downtown community – retail, commercial, and residential. The property has retail on the first floor and commercial space on the second and third floor. Fourth through seventh floors are residential units. By maintaining and administering the Plaza, the City continues to provide consistent economic vitality in the central business district.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
DEPARTMENT SUPPLIES	\$ 15	\$ 600	\$ 600	\$ 600	\$ 600
TELEPHONE	\$ 606	\$ -	\$ -	\$ -	\$ -
ELECTRIC POWER	\$ 30,614	\$ 30,623	\$ 37,241	\$ 33,453	\$ 33,453
CITY UTILITIES	\$ 12,799	\$ 12,537	\$ 13,117	\$ 12,838	\$ 12,838
BUILDINGS & GROUNDS	\$ 130,734	\$ 25,000	\$ 33,000	\$ 30,000	\$ 30,000
B/G CONTRACTED SERVICES	\$ 63,253	\$ 61,002	\$ 63,016	\$ 61,605	\$ 61,605
INSURANCE PREMIUMS	\$ 11,072	\$ 11,958	\$ 11,765	\$ 11,765	\$ 11,765
PROFESSIONAL SERVICES	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 1,418	\$ 1,418	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 250,511</b>	<b>\$ 158,138</b>	<b>\$ 173,739</b>	<b>\$ 150,261</b>	<b>\$ 150,261</b>
<b>Capital</b>					
C O ROOF / HVAC	\$ 3,121	\$ 285,000	\$ 214,192	\$ 199,192	\$ 199,192
C/O BUILDINGS	\$ 63,135	\$ 155,000	\$ 855,000	\$ 125,000	\$ 125,000
<b>Capital Total</b>	<b>\$ 66,256</b>	<b>\$ 440,000</b>	<b>\$ 1,069,192</b>	<b>\$ 324,192</b>	<b>\$ 324,192</b>
<b>Grand Total</b>	<b>\$ 316,767</b>	<b>\$ 598,138</b>	<b>\$ 1,242,931</b>	<b>\$ 474,453</b>	<b>\$ 474,453</b>

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
New Elevator	\$ 500,000	\$ -	\$ -
Tuckpoint and structural waterproofing	125,000	125,000	125,000
Awning replacements	80,000	-	-
Window cleaning	50,000	-	-
Replace carpets	100,000	-	-
Roof Replacement	199,192	199,192	199,192
HVAC Replacement	15,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,069,192</b>	<b>\$ 324,192</b>	<b>\$ 324,192</b>

### **STATEMENT OF PURPOSE**

To serve as the central management point for all activities involving the Police Department. Guiding the department's incorporation of multiple evidence based and practice based strategies using a Stratified Policing Model. Focusing the department's policing efforts toward effective evidence based community collaboration through analysis and accountability. Developing realistic and prioritized goals for crime reduction.

### **PERFORMANCE GOALS**

1. To improve collaboration with external partners and stakeholders, the Salisbury Police Department will work toward these efforts in FY2021:
  - The Department will continue to support and develop the Public Safety Partnership with U.S. Department of Justice during FY2021 by implementing an effective training and technical assistance action plan to combat violent gun crime, the opioid addiction crisis, and other identified community law enforcement and policing needs.
  - The Department will submit an application during FY2021 for inclusion in the Public Safety Partnership as an Operational Site.
  - The Department will move forward creating the grant funded Rowan Regional Crime Center to enhance our regional crime reduction efforts during FY2021.
  - The Department will submit a budget that recognizes operational needs to maintain the level of service preferred by our community during FY2021. The Department will seek to effectively fund those operational needs by reducing staff positions if necessary not devoted to operational areas such as Patrol, CID, or NCAT.
  - The Department will work within the county-wide proposal to implement a school justice initiative to effectively address school-based offenses as a guide for School Resource Officer actions during FY2021.
2. To improve communication and coordination, the Salisbury Police Department will work toward these efforts in FY2021:
  - During FY2021, the Department will continue regular "accountability" and team and unit coordination meetings where various workgroups manage efforts and communication exchange.
  - The Department will coordinate regular meetings during FY2021 with the executive and other appropriate staff from other local law enforcement, to include Rowan County Sheriff's Office, Spencer Police Department, East Spencer Police Department and others.
  - The Department will work toward implementing regular Federal Law Enforcement agency "mutual accountability" meetings among appropriate executive and other staff by July 1, 2020.
  - We will continue educational and outreach opportunities throughout the year by offering community classrooms, a lunch buddy program in Rowan-Salisbury Schools, a gang prevention and recognition symposium, summer youth mentoring camps, and an enhanced National Night Out event.
  - Continue to work toward an effective social media strategy through support of the Social Media Team and other efforts.
3. To achieve enhanced intelligence operations and investigations, the Salisbury Police Department will work toward these efforts in FY2021:
  - The Department will develop an Investigative Standard Operating Procedures manual to include a means of using solvability factors for case assignment by July 1, 2020.
  - The Department will seek to fund an effective evidentiary testing program to include private and state laboratories for timely evidence analysis for FY2021 beginning July 1, 2020.
4. To improve training and professional development of the department staff, the Salisbury Police Department will work toward these efforts in FY2021:
  - The Department will develop a plan in coordination with the City Manager, Human Resources, and Finance to fund a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth by December 31, 2020.
  - The Department will develop a supervisory skills building program through advanced law enforcement leadership training by December 31, 2020.

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- The Department will develop a skills training program in conjunction with Rowan-Cabarrus Community College Law Enforcement In-Service Training Program that provides regular training of all personnel during FY2021 in the following topics:
    - De-escalation (Verbal Judo, Procedural Justice, and Integrating Communications, Assessment, and Tactics)
    - Crisis Intervention
    - Special Population Awareness
    - Bias Free Policing
    - Enhancement of all issued weapons qualification and skills training
    - Subject Control & Arrest Techniques.
5. Maintain a quality sworn and civilian workforce through the following efforts:
- The Department will work to recruit and retain employees so that it never falls below 95% of the fiscally authorized sworn staffing in any month of FY2021.
  - The Department will work with Human Resources and Finance to ensure pay, benefits, and other incentives are comparable to the area market to ensure the Department is competitive in recruiting and retaining qualified employees.
  - The Department will achieve a successful assessment and re-accreditation through CALEA in FY2021.
  - By December 31, 2020, the Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.

### **PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Number of Sworn Officers (Authorized Positions)	85	85	83	87
All Part I Crimes Reported (homicide, assault, etc.)	1,713	1,514	1,849	1,400
Departmental Internal Affairs Investigated Complaints	16	18	18	12
<b>Efficiency</b>				
Vacancies	3	3	3	1
Calls Resulting In A Dispatch (including officer initiated)	39,703	41,211	50,000	50,000
Part I Crimes Investigated By Investigations Division *	137	233	248	150
Internal Affairs Complaints Sustained	14	14	13	8
<b>Effectiveness</b>				
Departmental Turn-Over Rate (Sworn Police Officers)	13.6%	12.0%	10.0%	5.0%
CID Part I Case Clearance Rate **	8%	15%	13%	20%
Internal Affairs Complaints Sustained as a Percent of Total Internal Affairs Complaints Filed	87.5%	77.8%	72.2%	66.7%

\* Patrol investigates all crime. CID is used for extreme cases or where limited evidence exists

\*\* Defined as: cases cleared through arrest, unfounded cases, or when prosecution is declined



### BUDGET REQUEST

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 625,153	\$ 624,430	\$ 956,143	\$ 940,248	\$ 940,248
OVERTIME SALARIES	\$ 9,106	\$ 5,150	\$ 5,150	\$ 5,150	\$ 5,150
PART TIME SALARIES	\$ 62,388	\$ 39,150	\$ 54,962	\$ 20,751	\$ 20,751
LEO SEPARATION ALLOWANCE	\$ 35,419	\$ 31,767	\$ 55,422	\$ 47,630	\$ 47,630
FICA TAX	\$ 50,688	\$ 50,869	\$ 77,741	\$ 73,910	\$ 73,910
RETIREMENT	\$ 51,864	\$ 59,145	\$ 103,440	\$ 101,720	\$ 101,720
401K-SWORN LAW	\$ 20,449	\$ 19,855	\$ 34,640	\$ 34,020	\$ 34,020
401(K) EMPLOYER CONTRIBUTION	\$ 6,444	\$ 6,859	\$ 8,055	\$ 7,949	\$ 7,949
HEALTH CARE	\$ 102,660	\$ 100,515	\$ 176,420	\$ 160,713	\$ 160,713
LIFE INSURANCE	\$ 1,272	\$ 1,535	\$ 2,368	\$ 2,330	\$ 2,330
EMP SEC INS	\$ 435	\$ 370	\$ 7,017	\$ 6,667	\$ 6,667
WORKERS COMPENSATION	\$ 29,250	\$ 27,000	\$ 45,600	\$ 43,200	\$ 43,200
<b>Personnel Total</b>	<b>\$ 995,127</b>	<b>\$ 966,645</b>	<b>\$ 1,526,958</b>	<b>\$ 1,444,288</b>	<b>\$ 1,444,288</b>
<b>Operations</b>					
UNIFORMS	\$ 18,091	\$ 9,668	\$ 17,890	\$ 17,890	\$ 17,890
UNIFORM EQUIPMENT	\$ 12,815	\$ 10,720	\$ 9,200	\$ 9,200	\$ 9,200
DEPARTMENT SUPPLIES	\$ 35,672	\$ 11,000	\$ 28,865	\$ 28,365	\$ 28,365
ARMORY SUPPLIES	\$ 13,191	\$ 15,650	\$ 32,650	\$ 30,650	\$ 30,650
CANINE UNIT	\$ 3,893	\$ 3,000	\$ 8,700	\$ 8,700	\$ 8,700
TELEPHONE	\$ 6,152	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 3,492	\$ 3,492	\$ 3,492
WIRELESS AIR CARDS	\$ 41,273	\$ 38,400	\$ 38,400	\$ 38,400	\$ 38,400
POSTAGE	\$ 2,097	\$ 1,500	\$ 2,000	\$ 2,000	\$ 2,000
ELECTRIC POWER	\$ 48,208	\$ 48,089	\$ 60,220	\$ 54,535	\$ 54,535
NATURAL GAS	\$ 8,967	\$ 9,128	\$ 9,925	\$ 8,456	\$ 8,456
CITY UTILITIES	\$ 7,183	\$ 7,584	\$ 6,168	\$ 5,859	\$ 5,859
PRINTING	\$ 212	\$ 500	\$ 1,000	\$ 1,000	\$ 1,000
BUILDINGS & GROUNDS	\$ 16,533	\$ 19,305	\$ 18,297	\$ 18,297	\$ 18,297
B/G CONTRACTED SERVICES	\$ 58,705	\$ 57,966	\$ 69,602	\$ 59,217	\$ 59,217
TRAINING	\$ 55,103	\$ 12,210	\$ 37,280	\$ 37,280	\$ 37,280
TACTICAL UNIT	\$ 12,487	\$ 9,500	\$ 14,500	\$ 14,500	\$ 14,500
COPIER CONTRACT EXPENSE	\$ 7,126	\$ 6,500	\$ 7,500	\$ 7,500	\$ 7,500
INSURANCE PREMIUMS	\$ 48,491	\$ 52,370	\$ 52,330	\$ 52,330	\$ 52,330
INSURANCE CLAIMS	\$ 6,788	\$ 18,747	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 2,174	\$ 3,405	\$ 4,453	\$ 4,453	\$ 4,453
MISCELLANEOUS EXPENSE	\$ 4,127	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
SPECIAL PROJECTS	\$ 4,229	\$ 3,500	\$ 23,500	\$ 20,000	\$ 20,000
CONTRACTED SERVICES	\$ 1,953	\$ 2,094	\$ 2,094	\$ 2,094	\$ 2,094
CRIME CONTROL	\$ 2,172	\$ 2,500	\$ 500	\$ -	\$ -
POLICE ACCREDITATION	\$ 4,670	\$ 4,770	\$ 4,770	\$ 4,770	\$ 4,770
POLICE CHAPLAINCY PROGRAM	\$ 95	\$ 820	\$ 220	\$ 220	\$ 220
PROFESSIONAL SERVICES	\$ 46,760	\$ 36,500	\$ 33,525	\$ 33,525	\$ 33,525
<b>Operations Total</b>	<b>\$ 469,168</b>	<b>\$ 389,426</b>	<b>\$ 491,081</b>	<b>\$ 466,733</b>	<b>\$ 466,733</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 38,374	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
C O ROOF / HVAC	\$ -	\$ -	\$ 71,500	\$ -	\$ -
C/O BUILDINGS	\$ 9,501	\$ -	\$ 149,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 47,875</b>	<b>\$ 40,000</b>	<b>\$ 260,500</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>
<b>Grand Total</b>	<b>\$ 1,512,170</b>	<b>\$ 1,396,071</b>	<b>\$ 2,278,539</b>	<b>\$ 1,951,021</b>	<b>\$ 1,951,021</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Administration (000)</b>					
Police Chief	1	1	1	1	1
Police Captain	1	1	1	1	1
Police Corporal	0	0	1	1	1
Police Lieutenant	1	1	1	1	1
Police Sergeant	1	1	2	2	2
Police I/II/MPO	4	1	1	1	1
Police Officer I/II/MPO (SRO)	0	0	3	3	3
Police Planner	1	1	0	0	0
Police Records Supervisor	0	0	1	1	1
Police Records Clerk	1	1	1	1	1
Management Analyst	1	1	1	1	1
Administrative Specialist	2	2	1	1	1
Evidence Custodian	0	0	1	1	1
Records Clerk/IT Tech	0	0	1	1	1
Parking Attendant (TPT)	0	0	1	1	1
Remedial Action Plan (TPT) <sup>2</sup>	0	1	0	0	0
Downtown Officer (TPT)	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL <sup>1</sup>	13	12	18	18	18

<sup>1</sup>Department reorganization

<sup>2</sup>Position moved to 495

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Police Administration (000)</b>			
Citywide Camera System	\$ 40,000	\$ 40,000	\$ 40,000
<b>Police Administration-Bldg Maintenance (301)</b>			
Building Renovation	149,000	-	-
HVAC Replacement	71,500	-	-
<b>Total Capital Outlay</b>	<b>\$ 260,500</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>



**STATEMENT OF PURPOSE**

Deliver supporting inquiries and follow up of initial incident response or information based on objectively reasonable and logical examinations of reported criminal acts or criminal intelligence. Liaison with external resources and agencies to further collaborate in the investigation of crimes and ongoing criminal enterprises.

**PERFORMANCE GOALS**

1. To improve collaboration with external partners and stakeholder, the Salisbury Police Department will work toward these efforts in FY2021:
  - The Department will move forward creating the grant-funded Rowan Regional Crime Center to enhance our regional crime reduction efforts during FY2021.
  - The Department will submit a budget that recognizes operational needs to maintain the level of service preferred by our community during FY2021. The Department will seek to effectively fund those operational needs by reducing staff positions not devoted to operational areas such as Patrol, CID, or NCAT, if necessary.
2. To improve communication and coordination, the Salisbury Police Department will work toward these efforts in FY2021:
  - Continue to work toward an effective social media strategy through support of the Social Media Team and other efforts.
3. To achieve enhanced intelligence operations and investigations, the Salisbury Police Department will work toward these efforts in FY2021:
  - The Department will develop an Investigative Standard Operating Procedures manual to include a means of using solvability factors for case assignment by July 1, 2020.
4. To improve training and professional development of the department staff, the Salisbury Police Department will work toward these efforts in FY2021:
  - The Department will develop a plan in coordination with the City Manager, Human Resources, and Finance to fund a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth by December 31, 2020.
  - The Department will develop a supervisory skills building program through advanced law enforcement leadership training by December 31, 2020.
  - The Department will develop a skills training program in conjunction with Rowan-Cabarrus Community College Law Enforcement In-Service Training Program that provides regular training of all personnel during FY2021 in the following topics:
    - De-escalation (Verbal Judo, Procedural Justice, and Integrating Communications, Assessment, and Tactics)
    - Crisis Intervention
    - Special Population Awareness
    - Bias Free Policing
    - Enhancement of all issued weapons qualification and skills training
    - Subject Control & Arrest Techniques.
5. Maintain a quality sworn and civilian workforce through the following efforts:
  - The Department will work to recruit and retain employees so that it never falls below 95% of the fiscally authorized sworn staffing in any month of FY2021.
  - The Department will work with Human Resources and Finance to ensure pay, benefits, and other incentives are comparable to the area market to ensure the Department is competitive in recruiting and retaining qualified employees.
  - The Department will achieve a successful assessment and re-accreditation through CALEA in FY2021.
  - By December 31, 2020, the Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.

### BUDGET REQUEST

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 1,508,681	\$ 1,722,857	\$ 1,686,856	\$ 1,567,551	\$ 1,567,551
OVERTIME SALARIES	\$ 52,418	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
LEO SEPARATION ALLOWANCE	\$ 118,877	\$ 121,884	\$ 126,776	\$ 102,710	\$ 102,710
FICA TAX	\$ 113,253	\$ 135,023	\$ 132,867	\$ 123,742	\$ 123,742
RETIREMENT	\$ 130,346	\$ 169,564	\$ 189,394	\$ 176,320	\$ 176,320
401K-SWORN LAW	\$ 71,022	\$ 76,177	\$ 79,236	\$ 73,363	\$ 73,363
401(K) EMPLOYER CONTRIBUTION	\$ 3,359	\$ 7,243	\$ 4,564	\$ 4,509	\$ 4,509
HEALTH CARE	\$ 261,460	\$ 326,468	\$ 336,949	\$ 284,452	\$ 284,452
LIFE INSURANCE	\$ 2,820	\$ 4,251	\$ 4,178	\$ 3,885	\$ 3,885
EMP SEC INS	\$ 783	\$ 961	\$ 11,703	\$ 10,868	\$ 10,868
WORKERS COMPENSATION	\$ 54,000	\$ 69,750	\$ 69,600	\$ 64,800	\$ 64,800
<b>Personnel Total</b>	<b>\$ 2,317,019</b>	<b>\$ 2,684,178</b>	<b>\$ 2,692,123</b>	<b>\$ 2,462,200</b>	<b>\$ 2,462,200</b>
<b>Operations</b>					
UNIFORMS	\$ 13,956	\$ 15,884	\$ 18,855	\$ 18,855	\$ 18,855
UNIFORM EQUIPMENT	\$ 80	\$ 250	\$ 250	\$ 250	\$ 250
CRIME PREVENTION	\$ 9,780	\$ 1,000	\$ 3,000	\$ 2,000	\$ 2,000
YOUTH PROGRAMS	\$ 2,730	\$ -	\$ -	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 6,419	\$ 3,600	\$ 9,095	\$ 7,635	\$ 7,635
PUBLIC SAFETY VEHICLE EQUIPMENT	\$ 5,635	\$ 3,000	\$ 4,500	\$ 4,500	\$ 4,500
CANINE UNIT	\$ -	\$ -	\$ 1,200	\$ 1,200	\$ 1,200
EVIDENCE	\$ 2,886	\$ 1,558	\$ -	\$ -	\$ -
CRIME SCENE	\$ 4,039	\$ 8,270	\$ 8,270	\$ 8,270	\$ 8,270
TELEPHONE	\$ 4,212	\$ 6,510	\$ 5,400	\$ 5,400	\$ 5,400
CELL PHONE STIPEND	\$ -	\$ -	\$ 5,748	\$ 5,748	\$ 5,748
TRAINING	\$ 33,661	\$ 22,110	\$ 21,485	\$ 21,485	\$ 21,485
COPIER CONTRACT EXPENSE	\$ 3,966	\$ 4,500	\$ 5,000	\$ 5,000	\$ 5,000
DUES & SUBSCRIPTIONS	\$ 10,718	\$ 13,271	\$ 25,478	\$ 25,478	\$ 25,478
INFORMATION FUND	\$ 18,799	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000
SPECIAL PROJECTS	\$ 54,215	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CONTRACTED SERVICES	\$ 30,161	\$ 30,838	\$ 31,803	\$ 31,803	\$ 31,803
PROFESSIONAL SERVICES	\$ 2,419	\$ 7,700	\$ 30,200	\$ 30,200	\$ 30,200
<b>Operations Total</b>	<b>\$ 203,679</b>	<b>\$ 188,491</b>	<b>\$ 245,284</b>	<b>\$ 242,824</b>	<b>\$ 242,824</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 7,250	\$ 7,500	\$ 7,500	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 7,250</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 2,527,948</b>	<b>\$ 2,880,169</b>	<b>\$ 2,944,907</b>	<b>\$ 2,705,024</b>	<b>\$ 2,705,024</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Services Administration (000)</b>					
Deputy Police Chief	1	1	1	1	1
Police Lieutenant	2	2	2	2	2
Police Sergeant	4	4	4	4	4
Police Corporal	2	2	2	2	2
Police I/II/MPO <sup>2</sup>	12	17	14	14	14
Police I/II/MPO (Crime Scene)	1	1	1	1	1
Project Safe Specialist	1	1	1	1	1
Evidence Custodian	1	1	0	0	0
Victim Advocate (Civilian)	0	1	1	1	1
Crime Analyst (Civilian)	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL <sup>1</sup>	24	31	27	27	27

<sup>1</sup>Department reorganization

<sup>2</sup>Position eliminated

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Support Services-CID (326)</b>			
Evidence Scanner	\$ 7,500	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 7,500</b>	<b>\$ -</b>	<b>\$ -</b>



**STATEMENT OF PURPOSE**

Deliver 24 hour first responder policing services within the City of Salisbury by proactively and reactively patrolling the community and neighborhoods, providing initial criminal incident investigation, enforcing criminal and traffic laws, deterring crime and improving traffic flow while reducing collisions, and building police-community relations.

**PERFORMANCE GOALS**

1. To improve collaboration with external partners and stakeholders, the Salisbury Police Department will work toward these efforts in FY2021:
  - The Department will move forward creating the grant-funded Rowan Regional Crime Center to enhance our regional crime reduction efforts during FY2021.
  - The Department will submit a budget that recognizes operational needs to maintain the level of service preferred by our community during FY2021. The Department will seek to effectively fund those operational needs by reducing staff positions if necessary not devoted to operational areas such as Patrol, CID, or NCAT.
  - The Department will work within the county-wide proposal to implement a school justice initiative to effectively address school-based offenses as a guide for School Resource Officer actions during FY2021.
2. To improve communication and coordination, the Salisbury Police Department will work toward these efforts in FY2021:
  - During FY2021, the Department will continue regular “accountability” and team and unit coordination meetings where various workgroups manage efforts and communication exchange.
  - The Department will coordinate regular meetings during FY2021 with the executive and other appropriate staff from other local law enforcement, to include Rowan County Sheriff’s Office, Spencer Police Department, East Spencer Police Department and others.
  - We will continue educational and outreach opportunities throughout the year by offering community classrooms, a lunch buddy program in Rowan-Salisbury Schools, a gang prevention and recognition symposium, summer youth mentoring camps, and an enhanced National Night Out event.
  - Continue to work toward an effective social media strategy through support of the Social Media Team and other efforts.
3. To achieve enhanced intelligence operations and investigations, the Salisbury Police Department will work toward these efforts in FY2021:
  - The Department will seek to organize a central information exchange system through the Crime Analytics Unit by April 1, 2020.
4. To improve training and professional development of the department staff, the Salisbury Police Department will work toward these efforts in FY2021:
  - The Department will develop a plan in coordination with the City Manager, Human Resources, and Finance to fund a workable internal Career Development Plan employees can use to achieve their identified professional goals through training and experiential growth by December 31, 2020.
  - The Department will develop a supervisory skills building program through advanced law enforcement leadership training by December 31, 2020.
  - The Department will develop a skills training program in conjunction with Rowan-Cabarrus Community College Law Enforcement In-Service Training Program that provides regular training of all personnel during FY2021 in the following topics:
    - De-escalation (Verbal Judo, Procedural Justice, and Integrating Communications, Assessment, and Tactics)
    - Crisis Intervention
    - Special Population Awareness
    - Bias Free Policing
    - Enhancement of all issued weapons qualification and skills training
    - Subject Control & Arrest Techniques.

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5. Maintain a quality sworn and civilian workforce through the following efforts:
- The Department will achieve a successful assessment and re-accreditation through CALEA in FY2021.
  - By December 31, 2020, the Department will participate in an assessment through the North Carolina League of Municipalities Law Enforcement Risk Management Program.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 2,705,180	\$ 2,700,822	\$ 2,585,619	\$ 2,543,749	\$ 2,543,749
OVERTIME SALARIES	\$ 200,890	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
PART TIME SALARIES	\$ 11,036	\$ 12,528	\$ -	\$ -	\$ -
LEO SEPARATION ALLOWANCE	\$ 244,585	\$ 215,587	\$ 218,853	\$ 188,566	\$ 188,566
FICA TAX	\$ 212,988	\$ 218,591	\$ 209,275	\$ 206,071	\$ 206,071
RETIREMENT	\$ 242,676	\$ 274,921	\$ 300,094	\$ 295,506	\$ 295,506
401K-SWORN LAW	\$ 141,743	\$ 134,738	\$ 136,782	\$ 134,691	\$ 134,691
401(K) EMPLOYER CONTRIBUTION	\$ -	\$ 4,500	\$ -	\$ -	\$ -
HEALTH CARE	\$ 514,626	\$ 548,746	\$ 518,966	\$ 478,786	\$ 478,786
LIFE INSURANCE	\$ 5,381	\$ 6,678	\$ 6,236	\$ 6,129	\$ 6,129
EMP SEC INS	\$ 1,558	\$ 1,516	\$ 17,448	\$ 17,155	\$ 17,155
WORKERS COMPENSATION	\$ 117,000	\$ 121,500	\$ 117,600	\$ 117,600	\$ 117,600
<b>Personnel Total</b>	<b>\$ 4,397,663</b>	<b>\$ 4,390,127</b>	<b>\$ 4,260,873</b>	<b>\$ 4,138,253</b>	<b>\$ 4,138,253</b>
<b>Operations</b>					
UNIFORMS	\$ 9,315	\$ 16,055	\$ 20,440	\$ 20,440	\$ 20,440
UNIFORM EQUIPMENT	\$ 1,822	\$ 12,340	\$ 20,830	\$ 20,830	\$ 20,830
CRIME PREVENTION	\$ -	\$ 200	\$ 200	\$ 200	\$ 200
GAS & OIL	\$ 171,113	\$ 196,188	\$ 251,781	\$ 226,502	\$ 226,502
DEPARTMENT SUPPLIES	\$ 6,854	\$ 8,890	\$ 13,350	\$ 13,350	\$ 13,350
PUBLIC SAFETY VEHICLE EQUIPMENT	\$ 22,289	\$ 19,010	\$ 21,400	\$ 21,400	\$ 21,400
CANINE UNIT	\$ -	\$ -	\$ 4,800	\$ 4,800	\$ 4,800
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,824	\$ 1,824	\$ 1,824
MAINT EQUIPMENT	\$ 252	\$ 1,000	\$ 1,500	\$ 1,500	\$ 1,500
MAINT RADIO	\$ 3,867	\$ 4,440	\$ 4,445	\$ 4,445	\$ 4,445
MAINT CMPT SOFTWARE	\$ -	\$ 1,050	\$ 1,050	\$ 1,050	\$ 1,050
MAINT AUTO	\$ 100,821	\$ 88,000	\$ 79,188	\$ 79,188	\$ 79,188
VEHICLE DAMAGE REPAIR	\$ -	\$ 4,794	\$ -	\$ -	\$ -
TRAINING	\$ 34,151	\$ 19,000	\$ 34,680	\$ 34,680	\$ 34,680
COPIER CONTRACT EXPENSE	\$ 1,920	\$ 2,150	\$ 2,150	\$ 2,150	\$ 2,150
INSURANCE PREMIUMS	\$ 44,115	\$ 46,194	\$ 43,852	\$ 43,852	\$ 43,852
SPECIAL PROJECTS	\$ 8,368	\$ 13,300	\$ 16,000	\$ 16,000	\$ 16,000
CONTRACTED SERVICES	\$ 227,073	\$ 167,021	\$ 229,301	\$ 229,301	\$ 229,301
CRIME CONTROL	\$ 125	\$ 2,500	\$ 1,200	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 1,810	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
TRANSFER - CAP RESERVE FUND	\$ 517,075	\$ 545,193	\$ 631,791	\$ 631,791	\$ 631,791
<b>Operations Total</b>	<b>\$ 1,150,969</b>	<b>\$ 1,148,325</b>	<b>\$ 1,380,782</b>	<b>\$ 1,354,303</b>	<b>\$ 1,354,303</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 19,004	\$ 17,500	\$ 43,500	\$ 43,500	\$ 43,500
<b>Capital Total</b>	<b>\$ 19,004</b>	<b>\$ 17,500</b>	<b>\$ 43,500</b>	<b>\$ 43,500</b>	<b>\$ 43,500</b>
<b>Grand Total</b>	<b>\$ 5,567,636</b>	<b>\$ 5,555,952</b>	<b>\$ 5,685,155</b>	<b>\$ 5,536,056</b>	<b>\$ 5,536,056</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Field Operations (000)</b>					
Police Captain	1	1	1	1	1
Police Lieutenant	3	3	2	2	2
Police Sergeant	4	4	3	3	3
Police Corporal	4	4	4	4	4
Police Officer I/II/MPO (SRO)	3	3	0	0	0
Police Officer I/II/MPO	36	38	39	39	39
Parking Attendant (TPT)	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL <sup>1</sup>	52	54	49	49	49

<sup>1</sup>Department reorganization

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Police Field Operations (000)</b>			
New K-9 Officer, training & shelter	\$ 17,500	\$ 17,500	\$ 17,500
Two Laser Mapping Rigs	26,000	26,000	26,000
<b>Total Capital Outlay</b>	<b>\$ 43,500</b>	<b>\$ 43,500</b>	<b>\$ 43,500</b>

### STATEMENT OF PURPOSE

To protect the quality of life for present and future generations through interaction with our community, compassionate service, and an atmosphere that encourages innovation, professionalism and diversity.

### PERFORMANCE GOALS

1. Improve community life safety initiatives through improved response times to emergency incidents with an emphasis of the new Station 6 district that will reduce response times and improve services in the southern portion of Salisbury.
2. Improve recruiting and diversity by increasing outreach through social media and attending recruiting events at high schools and college campuses in Rowan County and North Carolina with firefighter based curriculums.
3. Continue to improve supervisor management development and responsibilities through continuing education training programs through Human Resources' Salisbury University and a partnership with Rowan-Cabarrus Community College.
4. Improve and enhance internal and external department communication, outreach, and information sharing through further developing our communication technology systems, social media communication channels and platforms.
5. Continue to enhance relationship with the Rowan County Red Cross, supporting and participating in the neighborhood canvassing smoke detector installations.
6. Continue to plan and prep for Station 3 relocation and construction.
7. Research ALS Paramedic response and pre-hospital community para-medicine program and training options.
8. The department will update policies and procedures to improve fire ground operations and meet new ISO directives:
  - Recognize and train to modern fire suppressions methods and standards.
  - Update policies, procedures and directives, and response methods.
  - Improve and expand training to incorporate quarterly training with mutual aid partners.
9. Continue to enhance Emergency Management and planning role/efforts by conducting an annual Emergency Management training drill for City Officials.
10. Utilize new record management software to incorporate new performance measures, analytics, and improve records management system.
11. Prepare for and complete ISO inspection scheduled for mid-late 2020.
12. The department will continue to update the Career Development Plan guideline so that members can utilize to meet their identified professional goals through training and growth.
13. Continue educational and outreach opportunities throughout the year by offering fire prevention activities, fire life and safety education programs at the local schools and colleges as well as the lunch mentoring program at Overton Elementary School.



### PERFORMANCE MEASURES

	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Projected</b>	<b>Goal</b>
<b>Workload</b>				
Total Calls	6,229	6,734	6,750	N/A
Fire Alarm Responses	713	664	720	N/A
Average Calls Per Day	17	18.5	18.5	N/A
Average Training Hours per Firefighter per Day	4	4	4	2
<b>Efficiency</b>				
Firefighters Per Shift Strength	26	26	26	N/A
Firefighters (Per Shift) Per 1,000 Population	7.7	7.7	7.7	N/A
Dollar Value of Property Protection (in Billions)	\$ 3.05	\$ 3.10	\$ 3.17	N/A
<b>Effectiveness</b>				
Fire Deaths (Civilians)	0	0	0	0
Fire Deaths (Firefighters)	0	0	0	0
Total Fire Loss (Dollars)	\$ 849,423	\$ 950,000	\$ 925,000	\$ -
On Scene Time - % within 5 Minutes	60.0%	61.3%	63%	80%

### BUDGET REQUEST

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 3,623,565	\$ 3,913,107	\$ 4,020,658	\$ 3,951,867	\$ 3,951,867
OVERTIME SALARIES	\$ 298,879	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
PART TIME SALARIES	\$ 30,600	\$ 73,915	\$ 82,186	\$ 82,186	\$ 82,186
FICA TAX	\$ 60,014	\$ 71,378	\$ 66,903	\$ 65,874	\$ 65,874
RETIREMENT	\$ 305,760	\$ 379,517	\$ 441,572	\$ 434,539	\$ 434,539
401(K) EMPLOYER CONTRIBUTION	\$ 116,667	\$ 126,224	\$ 129,615	\$ 127,557	\$ 127,557
HEALTH CARE	\$ 747,978	\$ 883,891	\$ 919,734	\$ 860,480	\$ 860,480
LIFE INSURANCE	\$ 7,102	\$ 9,561	\$ 9,835	\$ 9,665	\$ 9,665
EMP SEC INS	\$ 2,038	\$ 26,390	\$ 28,125	\$ 27,641	\$ 27,641
WORKERS COMPENSATION	\$ 182,250	\$ 202,500	\$ 216,000	\$ 216,000	\$ 216,000
<b>Personnel Total</b>	<b>\$ 5,374,853</b>	<b>\$ 5,986,483</b>	<b>\$ 6,214,628</b>	<b>\$ 6,075,809</b>	<b>\$ 6,075,809</b>



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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 112,958	\$ 46,360	\$ 43,920	\$ 40,328	\$ 40,328
FIRE AND RESCUE TOOLS	\$ 18,555	\$ 21,283	\$ 22,609	\$ 18,863	\$ 18,863
GAS & OIL	\$ 78,026	\$ 94,639	\$ 116,026	\$ 102,315	\$ 102,315
DEPARTMENT SUPPLIES	\$ 97,862	\$ 82,341	\$ 55,610	\$ 49,410	\$ 49,410
HOSE AND FITTINGS	\$ 12,509	\$ 3,880	\$ 20,331	\$ 6,000	\$ 6,000
TRAVEL	\$ 1,484	\$ 750	\$ 1,500	\$ 750	\$ 750
TELEPHONE	\$ 2,838	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 5,640	\$ 5,640	\$ 5,640
WIRELESS AIR CARDS	\$ 11,845	\$ 9,600	\$ 9,600	\$ 9,600	\$ 9,600
POSTAGE	\$ 449	\$ 450	\$ 450	\$ 450	\$ 450
ELECTRIC POWER	\$ 34,616	\$ 40,576	\$ 53,912	\$ 48,871	\$ 48,871
NATURAL GAS	\$ 11,858	\$ 13,438	\$ 16,556	\$ 14,349	\$ 14,349
CITY UTILITIES	\$ 12,221	\$ 13,536	\$ 18,039	\$ 20,936	\$ 20,936
BUILDINGS & GROUNDS	\$ 23,511	\$ 19,850	\$ 30,531	\$ 30,531	\$ 30,531
B/G CONTRACTED SERVICES	\$ 18,243	\$ 19,253	\$ 18,935	\$ 18,935	\$ 18,935
MAINT EQUIPMENT	\$ 18,287	\$ 18,269	\$ 30,521	\$ 18,269	\$ 18,269
MAINT RADIO	\$ 1,445	\$ -	\$ 1,205	\$ 1,205	\$ 1,205
MAINT AUTO	\$ 153,792	\$ 76,900	\$ 160,290	\$ 77,000	\$ 77,000
VEHICLE DAMAGE REPAIR	\$ -	\$ 100	\$ -	\$ -	\$ -
TRAINING	\$ 42,490	\$ 25,073	\$ 47,573	\$ 23,200	\$ 23,200
COPIER CONTRACT EXPENSE	\$ 3,226	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
INSURANCE PREMIUMS	\$ 12,974	\$ 14,011	\$ 19,510	\$ 19,510	\$ 19,510
INSURANCE CLAIMS	\$ -	\$ 914	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 7,792	\$ 7,694	\$ 8,385	\$ 8,385	\$ 8,385
SPECIAL PROJECTS	\$ 83,265	\$ 46,399	\$ 102,205	\$ 102,205	\$ 102,205
CONTRACTED SERVICES	\$ 750	\$ -	\$ -	\$ -	\$ -
ANNEXATION EXPENSES	\$ 1,822	\$ 1,822	\$ 1,822	\$ 1,822	\$ 1,822
PROFESSIONAL SERVICES	\$ 27,459	\$ 27,655	\$ 27,655	\$ 23,845	\$ 23,845
TRANSFER - CAP RESERVE FUND	\$ 555,263	\$ 580,682	\$ 588,339	\$ 588,339	\$ 588,339
<b>Operations Total</b>	<b>\$ 1,345,541</b>	<b>\$ 1,169,975</b>	<b>\$ 1,405,664</b>	<b>\$ 1,235,258</b>	<b>\$ 1,235,258</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ -	\$ 144,778	\$ 80,430	\$ 80,430
C O ROOF / HVAC	\$ 29,769	\$ 149,400	\$ 8,000	\$ -	\$ -
C/O BUILDINGS	\$ 290,348	\$ 100,000	\$ 100,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 320,117</b>	<b>\$ 249,400</b>	<b>\$ 252,778</b>	<b>\$ 80,430</b>	<b>\$ 80,430</b>
<b>Grand Total</b>	<b>\$ 7,040,511</b>	<b>\$ 7,405,858</b>	<b>\$ 7,873,070</b>	<b>\$ 7,391,497</b>	<b>\$ 7,391,497</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Fire Chief	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Fire Safety Education Coordinator	1	1	1	1	1
Battalion Chief	6	6	6	6	6
Fire Captain / District Captain	10	10	10	10	10
Fire Lieutenant	8	8	8	8	8
Fire Engineer	17	17	17	17	17
Fire Control Specialist I/II (SAFER) <sup>1</sup>	0	9	9	9	9
Fire Control Specialist I/II	34	34	34	34	34
Fire Control Specialist Pool (TPT)	1	1	1	1	1
Hydrant Maintenance (TPT)	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>81</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>

<sup>1</sup>Positions added from SAFER Grant

### CAPITAL OUTLAY

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Fire Administration (000)</b>			
Hydraulic rescue tools & rescue air bags	\$ 68,230	\$ 68,230	\$ 68,230
Stabilization rescue tools	60,000	-	-
Thermal Imaging Cameras (TIC)	12,200	12,200	12,200
Ballistics Vests	4,348	-	-
Station 3 Pre-construction costs	100,000	-	-
<b>Fire Station #5 (355)</b>			
HVAC Replacement	8,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 252,778</b>	<b>\$ 80,430</b>	<b>\$ 80,430</b>



**STATEMENT OF PURPOSE**

To manage, monitor, and maintain the state of the art Salisbury/Rowan Countywide Telecommunications System in the areas of radio, 9-1-1 cable, and emergency services communications and to specify, recommend, and implement solutions for the city's communications needs.

**PERFORMANCE GOALS**

1. Radio system is a fully functional 4-site system with Rowan County. Strive to keep the system performing at its best level.
2. Maintain the County Fire and EMS VHF systems to its specification levels.
3. Continue working to enhance and maintain security at the tower site.
4. Continue working and support SRU with the countywide SCADA network.
5. Maintain the backup Communication Center in Kannapolis as well as the new console at Telecommunication's shop.
6. Work with Motorola to obtain proper training for the new radio system so that our shop can maintain the same.
7. Continue to provide the absolute best quality of service/customer service to our City departments and to our Rowan County customers.
8. Continue to work with and support Rowan County 9-1-1 Communication Center.
9. Program radios for Salisbury Police Department for updated Viper Map.
10. Continue to work with Rowan County on inter-local and maintenance agreements.
11. Work with Rowan on designing a redundant prime site and update the microwave system for redundancy.

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 167,557	\$ 187,270	\$ 190,987	\$ 187,551	\$ 187,551
OVERTIME SALARIES	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
PART TIME SALARIES	\$ 9,520	\$ 10,597	\$ 10,766	\$ 10,766	\$ 10,766
FICA TAX	\$ 12,865	\$ 15,035	\$ 15,472	\$ 15,210	\$ 15,210
RETIREMENT	\$ 12,932	\$ 16,770	\$ 19,570	\$ 19,218	\$ 19,218
401(K) EMPLOYER CONTRIBUTION	\$ 4,929	\$ 5,578	\$ 5,745	\$ 5,642	\$ 5,642
HEALTH CARE	\$ 24,781	\$ 29,252	\$ 30,715	\$ 28,818	\$ 28,818
LIFE INSURANCE	\$ 391	\$ 460	\$ 473	\$ 465	\$ 465
EMP SEC INS	\$ 113	\$ 1,360	\$ 1,399	\$ 1,375	\$ 1,375
WORKERS COMPENSATION	\$ 9,000	\$ 9,000	\$ 9,600	\$ 9,600	\$ 9,600
<b>Personnel Total</b>	<b>\$ 242,088</b>	<b>\$ 275,822</b>	<b>\$ 285,227</b>	<b>\$ 279,145</b>	<b>\$ 279,145</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 438	\$ 475	\$ 475	\$ 475	\$ 475
GAS & OIL	\$ 2,791	\$ 3,429	\$ 3,477	\$ 2,838	\$ 2,838
DEPARTMENT SUPPLIES	\$ 559	\$ 397	\$ 425	\$ 325	\$ 325
TRAVEL	\$ 1,503	\$ 1,500	\$ 5,550	\$ 550	\$ 550
TELEPHONE	\$ 1,618	\$ 1,648	\$ 1,200	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
WIRELESS AIR CARDS	\$ 456	\$ 960	\$ 960	\$ 915	\$ 915
POSTAGE	\$ 146	\$ 225	\$ 275	\$ 228	\$ 228
ELECTRIC POWER	\$ 15,774	\$ 17,240	\$ 22,942	\$ 20,796	\$ 20,796
BUILDINGS & GROUNDS	\$ 53	\$ 700	\$ 700	\$ -	\$ -
B/G CONTRACTED SERVICES	\$ 2,581	\$ 2,938	\$ 2,957	\$ 2,957	\$ 2,957
MAINT EQUIPMENT	\$ 21,182	\$ 22,100	\$ 23,000	\$ 5,500	\$ 5,500
MAINT RADIO	\$ 12,961	\$ 15,000	\$ 30,000	\$ 9,000	\$ 9,000
MAINT AUTO	\$ 1,279	\$ 838	\$ 920	\$ 320	\$ 320
TRAINING	\$ -	\$ 700	\$ 700	\$ 700	\$ 700
COPIER CONTRACT EXPENSE	\$ 184	\$ 300	\$ 200	\$ 200	\$ 200
INSURANCE PREMIUMS	\$ 1,545	\$ 1,668	\$ 1,625	\$ 1,625	\$ 1,625
DUES & SUBSCRIPTIONS	\$ 192	\$ 197	\$ 252	\$ 177	\$ 177
MISCELLANEOUS EXPENSE	\$ 160	\$ 150	\$ 150	\$ 150	\$ 150
CONTRACTED SERVICES	\$ 213,770	\$ 254,715	\$ 270,777	\$ 269,668	\$ 269,668
TRANSFER - CAP RESERVE FUND	\$ 72,525	\$ 63,865	\$ 51,033	\$ 51,033	\$ 51,033
<b>Operations Total</b>	<b>\$ 349,716</b>	<b>\$ 389,045</b>	<b>\$ 419,466</b>	<b>\$ 369,305</b>	<b>\$ 369,305</b>
<b>Capital</b>					
C O COMPUTER EQUIPMENT	\$ 1,688	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 1,688</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 593,493</b>	<b>\$ 664,867</b>	<b>\$ 704,693</b>	<b>\$ 648,450</b>	<b>\$ 648,450</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Telecommunications Manager	1	1	1	1	1
Telecommunications Technician	2	2	2	2	2
Telecommunications Assistant (TPT)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

**STATEMENT OF PURPOSE**

To provide the City with support services associated with maintaining viable space from which city operations can occur. To manage the preventative maintenance of city facilities. To remain actively involved in capital improvement projects throughout the City for various departments, as projects arise and funding is available.

**PERFORMANCE GOALS**

1. Carry out repairs for all facility infrastructure as needed.
2. Complete projects in a timely and efficient manner.

**PERFORMANCE MEASURES**

	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Projected</b>	<b>Goal</b>
<b>Workload</b>				
Square Feet Maintained	454,799	476,135	493,429	N/A
Average Age of Facilities (years)	54	54	53	N/A
Square Feet Maintained Per FTE	75,800	79,356	82,238	N/A

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 209,796	\$ 194,239	\$ 206,054	\$ 202,429	\$ 202,429
OVERTIME SALARIES	\$ 7,304	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
FICA TAX	\$ 15,051	\$ 15,100	\$ 16,145	\$ 15,868	\$ 15,868
RETIREMENT	\$ 16,818	\$ 17,805	\$ 21,570	\$ 21,200	\$ 21,200
401(K) EMPLOYER CONTRIBUTION	\$ 6,422	\$ 5,922	\$ 6,331	\$ 6,223	\$ 6,223
HEALTH CARE	\$ 52,158	\$ 50,629	\$ 50,598	\$ 47,481	\$ 47,481
LIFE INSURANCE	\$ 467	\$ 470	\$ 503	\$ 494	\$ 494
EMP SEC INS	\$ 117	\$ 468	\$ 1,411	\$ 1,386	\$ 1,386
WORKERS COMPENSATION	\$ 11,250	\$ 11,250	\$ 12,000	\$ 12,000	\$ 12,000
<b>Personnel Total</b>	<b>\$ 319,383</b>	<b>\$ 300,883</b>	<b>\$ 319,612</b>	<b>\$ 312,081</b>	<b>\$ 312,081</b>
<b>Operations</b>					
UNIFORMS	\$ 1,397	\$ 1,900	\$ 1,900	\$ 1,900	\$ 1,900
EXPENDABLE EQUIPMENT	\$ 3,912	\$ 500	\$ 2,425	\$ 300	\$ 300
GAS & OIL	\$ 3,850	\$ 4,376	\$ 5,134	\$ 4,878	\$ 4,878
DEPARTMENT SUPPLIES	\$ 644	\$ 395	\$ 395	\$ 195	\$ 195
TRAVEL	\$ -	\$ -	\$ 500	\$ -	\$ -
TELEPHONE	\$ 689	\$ 732	\$ 324	\$ 324	\$ 324
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
BUILDINGS & GROUNDS	\$ -	\$ -	\$ 20,000	\$ -	\$ -
MAINT EQUIPMENT	\$ 3	\$ 73	\$ 500	\$ -	\$ -
MAINT AUTO	\$ 1,109	\$ 1,350	\$ 1,500	\$ 1,500	\$ 1,500
TRAINING	\$ -	\$ -	\$ 965	\$ 965	\$ 965
COPIER CONTRACT EXPENSE	\$ 96	\$ 227	\$ 150	\$ 150	\$ 150
INSURANCE PREMIUMS	\$ 517	\$ 558	\$ 501	\$ 501	\$ 501
SPECIAL PROJECTS	\$ -	\$ -	\$ 100,000	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 4,966	\$ 4,616	\$ 3,350	\$ 3,350	\$ 3,350
<b>Operations Total</b>	<b>\$ 17,185</b>	<b>\$ 14,727</b>	<b>\$ 139,492</b>	<b>\$ 15,911</b>	<b>\$ 15,911</b>

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 336,567	\$ 315,610	\$ 459,104	\$ 327,992	\$ 327,992

### PERSONNEL DETAIL

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Maintenance Supervisor	2	2	2	2	2
Maintenance Worker I/II	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL</b>	5	5	5	5	5





**STATEMENT OF PURPOSE**

To provide lighting on public streets and municipal property.

**PERFORMANCE GOALS**

1. Administer citizen requests for improved street lighting in accordance with the City's neighborhood street lighting petition policy.
2. Improve street lighting along thoroughfares in accordance with approved funding.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
POSTAGE	\$ -	\$ 25	\$ 25	\$ 25	\$ 25
STREET LIGHTING	\$ 481,359	\$ 498,350	\$ 554,372	\$ 515,600	\$ 515,600
SPECIAL PROJECTS	\$ 40,086	\$ 32,772	\$ 33,428	\$ 10,896	\$ 10,896
<b>Operations Total</b>	\$ 521,445	\$ 531,147	\$ 587,825	\$ 526,521	\$ 526,521
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 521,445	\$ 531,147	\$ 587,825	\$ 526,521	\$ 526,521



**Engineering****STATEMENT OF PURPOSE**

To provide a centralized source of general engineering services for the City. Primary duties include traffic engineering, GIS services, reviewing plans for private development, administering special projects, management and execution of facilities contracted services, and serving as liaison to the Cabarrus-Rowan MPO, NCDOT, and NCDEQ.

**PERFORMANCE GOALS**

1. Participate in Technical Review Committee and Plan Review Committee.
2. Manage the signal system to ensure compliance with standards and establish efficient timing plans.
3. Address citizen requests concerning traffic related issues.
4. Administer GIS services.
5. Coordinate efforts with Cabarrus-Rowan MPO.
6. Design and manage various grants and construction projects.
7. Coordinate projects with NCDOT.
8. Serve as Subdivision Administrator.
9. Administer National Flood Insurance Program (NFIP).
10. Serve as local permitting authority for water and sanitary sewer.
11. Administer downtown ROW use permits.
12. Administer street and alley closings in accordance with general statutes.
13. Administer voluntary annexations in accordance with general statutes.

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Engineering Plan Review</b>				
Number of Projects Reviewed	60	49	55	N/A
Average Number of Days in review by Engineering	17.6	13	15	N/A
Average Number of Days in revision by Developer	30.3	21	25	N/A

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY20-21</b>	<b>FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 489,065	\$ 608,561	\$ 627,716	\$ 536,967	\$ 536,967
OVERTIME SALARIES	\$ 2,548	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
PART TIME SALARIES	\$ 14,060	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 36,249	\$ 46,742	\$ 48,403	\$ 41,461	\$ 41,461
RETIREMENT	\$ 38,223	\$ 55,115	\$ 64,664	\$ 55,389	\$ 55,389
401(K) EMPLOYER CONTRIBUTION	\$ 14,560	\$ 18,329	\$ 18,981	\$ 16,259	\$ 16,259
HEALTH CARE	\$ 70,401	\$ 85,550	\$ 89,826	\$ 74,484	\$ 74,484
LIFE INSURANCE	\$ 1,070	\$ 1,500	\$ 1,554	\$ 1,329	\$ 1,329
EMP SEC INS	\$ 295	\$ 3,299	\$ 4,351	\$ 3,722	\$ 3,722
WORKERS COMPENSATION	\$ 15,750	\$ 18,000	\$ 19,200	\$ 16,800	\$ 16,800
<b>Personnel Total</b>	<b>\$ 682,222</b>	<b>\$ 842,096</b>	<b>\$ 879,695</b>	<b>\$ 751,411</b>	<b>\$ 751,411</b>



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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
MEETING EXPENSES	\$ 64	\$ -	\$ 200	\$ 200	\$ 200
GAS & OIL	\$ 1,153	\$ 951	\$ 3,055	\$ 2,837	\$ 2,837
DEPARTMENT SUPPLIES	\$ 4,064	\$ 3,600	\$ 10,500	\$ 7,500	\$ 7,500
TRAVEL	\$ 1,497	\$ 2,800	\$ 3,000	\$ 2,000	\$ 2,000
TELEPHONE	\$ 510	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 2,544	\$ 2,544	\$ 2,544
WIRELESS AIR CARDS	\$ 1,368	\$ 1,440	\$ 1,440	\$ 1,440	\$ 1,440
POSTAGE	\$ 360	\$ 600	\$ 800	\$ 800	\$ 800
MAINT CMPT SOFTWARE	\$ 43,554	\$ 46,046	\$ 46,996	\$ 46,996	\$ 46,996
MAINT AUTO	\$ 56	\$ 800	\$ 500	\$ 500	\$ 500
ADVERTISING	\$ 1,637	\$ 1,200	\$ 1,500	\$ 1,500	\$ 1,500
TRAINING	\$ 4,925	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
COPIER CONTRACT EXPENSE	\$ 2,588	\$ 3,000	\$ 3,500	\$ 3,500	\$ 3,500
INSURANCE PREMIUMS	\$ 195	\$ 396	\$ 374	\$ 374	\$ 374
DUES & SUBSCRIPTIONS	\$ 846	\$ 1,900	\$ 9,697	\$ 8,997	\$ 8,997
MISCELLANEOUS EXPENSE	\$ 364	\$ 450	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ 1,693,299	\$ 4,317,857	\$ 3,751,050	\$ 2,285,694	\$ 2,285,694
CONTRACTED SERVICES	\$ 32,976	\$ 32,976	\$ 32,976	\$ 32,976	\$ 32,976
PROFESSIONAL SERVICES	\$ 18,160	\$ 19,387	\$ 16,571	\$ 14,571	\$ 14,571
TRANSFER - CAP RESERVE FUND	\$ 6,474	\$ 5,258	\$ 13,461	\$ 13,461	\$ 13,461
<b>Operations Total</b>	<b>\$ 1,814,090</b>	<b>\$ 4,441,661</b>	<b>\$ 3,901,164</b>	<b>\$ 2,428,890</b>	<b>\$ 2,428,890</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ -	\$ 50,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 2,496,312</b>	<b>\$ 5,283,757</b>	<b>\$ 4,830,859</b>	<b>\$ 3,180,301</b>	<b>\$ 3,180,301</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
City Engineer	1	1	1	1	1
Engineer	1	1	1	1	1
Engineer Technician	1	1	1	1	1
GIS Coordinator <sup>2</sup>	1	1	1	0	0
Project Manager <sup>1</sup>	1	2	2	2	2
Traffic Engineer Coordinator	1	1	1	1	1
Administrative Specialist	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	7	8	8	7	7

<sup>1</sup>Position added

<sup>2</sup>Position moved to Water Sewer Fund (721)

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
Monitoring System Upgrade	\$ 50,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>

**STATEMENT OF PURPOSE**

To serve as the central management and administration source for activities and operations related to the Public Works Department including Fleet Management, Signs and Marking Operations, Cemetery, Facility Maintenance, Grounds Maintenance, Solid Waste Management, Street Division, Stormwater Utility, and Telecommunications services.

**PERFORMANCE GOALS**

1. Carry out all responsibilities given to the department for the citizens and employees of Salisbury.
2. Meet the needs of the divisions under Public Works.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 197,886	\$ 174,373	\$ 184,217	\$ 181,535	\$ 181,535
OVERTIME SALARIES	\$ 3,451	\$ 2,219	\$ 100	\$ -	\$ -
PART TIME SALARIES	\$ 562	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 14,790	\$ 13,262	\$ 14,101	\$ 13,888	\$ 13,888
RETIREMENT	\$ 15,370	\$ 17,529	\$ 18,837	\$ 18,553	\$ 18,553
401(K) EMPLOYER CONTRIBUTION	\$ 5,867	\$ 5,830	\$ 5,530	\$ 5,446	\$ 5,446
HEALTH CARE	\$ 26,421	\$ 31,694	\$ 35,440	\$ 30,974	\$ 30,974
LIFE INSURANCE	\$ 425	\$ 482	\$ 458	\$ 451	\$ 451
EMP SEC INS	\$ 118	\$ 109	\$ 1,279	\$ 1,261	\$ 1,261
WORKERS COMPENSATION	\$ 6,750	\$ 6,750	\$ 7,200	\$ 7,200	\$ 7,200
<b>Personnel Total</b>	<b>\$ 271,642</b>	<b>\$ 252,248</b>	<b>\$ 267,162</b>	<b>\$ 259,308</b>	<b>\$ 259,308</b>
<b>Operations</b>					
UNIFORMS	\$ 561	\$ 900	\$ 1,500	\$ 1,500	\$ 1,500
GAS & OIL	\$ 32	\$ 1,086	\$ 260	\$ 312	\$ 312
DEPARTMENT SUPPLIES	\$ 2,268	\$ 2,100	\$ 2,100	\$ 600	\$ 600
TRAVEL	\$ -	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100
AUTO ALLOWANCE	\$ -	\$ -	\$ 2,584	\$ 2,584	\$ 2,584
TELEPHONE	\$ 408	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
POSTAGE	\$ 130	\$ 123	\$ 123	\$ 123	\$ 123
CITY UTILITIES	\$ 222	\$ -	\$ 606	\$ 661	\$ 661
BUILDINGS & GROUNDS	\$ 225	\$ 300	\$ 300	\$ 200	\$ 200
B/G CONTRACTED SERVICES	\$ 3,161	\$ 3,087	\$ 3,133	\$ 3,133	\$ 3,133
MAINT AUTO	\$ 27	\$ 340	\$ 340	\$ 340	\$ 340
COPIER CONTRACT EXPENSE	\$ 1,357	\$ 1,100	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 618	\$ 668	\$ 267	\$ 267	\$ 267
DUES & SUBSCRIPTIONS	\$ 189	\$ 190	\$ 190	\$ -	\$ -
MISCELLANEOUS EXPENSE	\$ 844	\$ 800	\$ 800	\$ 400	\$ 400
TRANSFER - CAP RESERVE FUND	\$ 5,700	\$ 5,000	\$ 850	\$ 850	\$ 850
<b>Operations Total</b>	<b>\$ 15,741</b>	<b>\$ 16,794</b>	<b>\$ 16,697</b>	<b>\$ 14,614</b>	<b>\$ 14,614</b>
<b>Capital</b>					
C O ROOF / HVAC	\$ -	\$ -	\$ 7,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 287,383</b>	<b>\$ 269,042</b>	<b>\$ 290,859</b>	<b>\$ 273,922</b>	<b>\$ 273,922</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Public Works Director	1	1	1	1	1
Administrative Specialist	1	1	1	1	1
Senior Office Assistant	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
HVAC Replacement	\$ 7,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 7,000</b>	<b>\$ -</b>	<b>\$ -</b>



**STATEMENT OF PURPOSE**

To manage the maintenance and improvements to infrastructure including pavement, sidewalks, traffic signs, street signs, pavement markings, bridges, and curbing inside of city-maintained rights-of-way. Administers maintenance projects with revenue received from the State of North Carolina through the Powell Bill Fund. Removes snow and ice during inclement weather. Assist other departments with maintenance, construction, and general labor as needed.

**PERFORMANCE GOALS****Administration (000)**

- Plan, design, budget, direct, and support the construction and maintenance of city streets, traffic signs, street signs, pavement markings, and sidewalks.
- Provide inspections for all new construction.
- Maintain the City's Powell Bill records.
- Coordinate with state inspectors to ensure proper maintenance to all city-maintained bridges.
- Oversee Stormwater Utility.
- Oversee the collection and disposal of solid waste and recycling.
- Oversee operational responses during inclement weather.

**Street Maintenance (420)**

- Perform maintenance to city streets and parking facilities not covered under the guidelines of Powell Bill Funding.
- Perform paving and patching to street cuts as a result of the work efforts of various utilities.

**Concrete Construction (421)**

- Provide maintenance and repair to city sidewalks, driveways, and curbs and stay within our budget
- Respond to requests from contractors and property owners to install or repair new concrete facilities.

**Signs and Markings (422)**

- Provide maintenance and repair to traffic control signs, street signs, and pavement markings per MUTCD standards.

**Streets Miscellaneous Activities (425)**

- Provide general labor and support to other city divisions and departments.

**Powell Bill Paving & Resurfacing (426)**

- Provide maintenance, repairs, and paving to the City's 172 miles of streets as defined by budget funding.

**Powell Bill Bridge Maintenance/Snow (427)**

- Provide maintenance to the decking, pavement, and related bridge facilities.
- Maintain streets, walks, and parking facilities in a passable condition during periods of snow and ice.

**Powell Bill-Concrete Construction (429)**

- Provide maintenance, repair, and installation to city curb and gutter, sidewalks, and bike pathways.

### PERFORMANCE MEASURES

<b>Workload</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Projected</b>	<b>Goal</b>
Lane Miles of Streets Paved	7.93	7.03	7.50	7.00
Lane Miles of Streets Maintained	347	347	347	347
Repairs Made by Street Division	129	300	400	150
Potholes Filled	541	600	700	550
Sidewalks Installed, LF	4,505	3,500	3,500	3,000
Curb & Gutter Installed, LF	648	1,100	700	500
<b>Efficiency</b>				
Cost Per Lane Miles of Streets Paved	\$68,162	\$70,989	\$73,933	N/A
Cost Per 100 Potholes Filled	\$7,000	\$7,350	\$7,718	N/A
<b>Effectiveness</b>				
Complaints	5	5	5	2
Submitted Damage Claims	4	4	4	1
ITRE Rating (Most Recent)	85	80	75	85

### BUDGET REQUEST

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 626,299	\$ 765,631	\$ 783,885	\$ 620,762	\$ 620,762
OVERTIME SALARIES	\$ 32,765	\$ 17,000	\$ 17,000	\$ 15,750	\$ 15,750
PART TIME SALARIES	\$ 2,160	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 48,059	\$ 59,635	\$ 61,266	\$ 48,692	\$ 48,692
RETIREMENT	\$ 51,064	\$ 70,318	\$ 81,851	\$ 65,052	\$ 65,052
401(K) EMPLOYER CONTRIBUTION	\$ 19,495	\$ 23,389	\$ 24,025	\$ 19,095	\$ 19,095
HEALTH CARE	\$ 139,405	\$ 190,543	\$ 207,627	\$ 153,389	\$ 153,389
LIFE INSURANCE	\$ 1,225	\$ 1,896	\$ 1,943	\$ 1,536	\$ 1,536
EMP SEC INS	\$ 427	\$ 431	\$ 5,438	\$ 4,302	\$ 4,302
WORKERS COMPENSATION	\$ 40,500	\$ 40,500	\$ 43,200	\$ 36,000	\$ 36,000
<b>Personnel Total</b>	<b>\$ 961,399</b>	<b>\$ 1,169,343</b>	<b>\$ 1,226,235</b>	<b>\$ 964,578</b>	<b>\$ 964,578</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 7,906	\$ 9,000	\$ 9,000	\$ 8,500	\$ 8,500
EXPENDABLE EQUIPMENT	\$ 19,508	\$ 11,700	\$ 11,700	\$ 11,700	\$ 11,700
STREET NAME SIGNS	\$ 5,210	\$ 5,210	\$ 5,210	\$ 4,000	\$ 4,000
TRAFFIC PAVEMENT MARKINGS	\$ 9,771	\$ 10,000	\$ 10,000	\$ 7,500	\$ 7,500
TRAFFIC SIGNS & POST	\$ 8,361	\$ 8,275	\$ 8,275	\$ 7,500	\$ 7,500
DRIVE & WALK PAVING	\$ 45,031	\$ 35,000	\$ 35,000	\$ 30,000	\$ 30,000
CONSTRUCTION	\$ 5,245	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
SNOW MATERIALS	\$ 1,627	\$ 7,590	\$ 7,590	\$ 5,000	\$ 5,000
MATERIALS NEW STREETS	\$ 19,722	\$ 20,000	\$ 20,000	\$ 17,500	\$ 17,500
MATERIALS ST MAINT	\$ 36,372	\$ 30,000	\$ 30,000	\$ 25,000	\$ 25,000
MATERIALS - CONCRETE	\$ 23,467	\$ 25,000	\$ 25,000	\$ 20,000	\$ 20,000
GAS & OIL	\$ 69,006	\$ 80,331	\$ 93,490	\$ 80,048	\$ 80,048
DEPARTMENT SUPPLIES	\$ 5,892	\$ 5,000	\$ 5,000	\$ 4,250	\$ 4,250
TRAVEL	\$ 433	\$ 1,300	\$ 1,300	\$ 800	\$ 800
TELEPHONE	\$ 561	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 3,072	\$ 3,072	\$ 3,072
POSTAGE	\$ -	\$ 50	\$ 50	\$ -	\$ -
ELECTRIC POWER	\$ 4,573	\$ 4,895	\$ 5,308	\$ 4,722	\$ 4,722
NATURAL GAS	\$ 4,970	\$ 5,032	\$ 5,603	\$ 4,797	\$ 4,797
CITY UTILITIES	\$ 2,315	\$ 2,251	\$ 2,751	\$ 2,758	\$ 2,758
PRINTING	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
BUILDINGS & GROUNDS	\$ 4,066	\$ 3,000	\$ 10,200	\$ 3,000	\$ 3,000
B/G CONTRACTED SERVICES	\$ 4,777	\$ 4,433	\$ 9,550	\$ 4,451	\$ 4,451
MAINT EQUIPMENT	\$ 62,842	\$ 39,684	\$ 40,000	\$ 40,000	\$ 40,000
MAINT RADIO	\$ 408	\$ -	\$ 350	\$ 350	\$ 350
MAINT AUTO	\$ 51,058	\$ 24,372	\$ 30,000	\$ 30,000	\$ 30,000
VEHICLE DAMAGE REPAIR	\$ 2	\$ -	\$ -	\$ -	\$ -
STREET MAINTENANCE	\$ 540,427	\$ 500,000	\$ 525,000	\$ 472,000	\$ 472,000
TRAINING	\$ 6,040	\$ 3,939	\$ 3,939	\$ 3,939	\$ 3,939
COPIER CONTRACT EXPENSE	\$ 1,098	\$ 1,300	\$ 1,300	\$ 1,000	\$ 1,000
INSURANCE PREMIUMS	\$ 14,821	\$ 15,524	\$ 13,703	\$ 13,703	\$ 13,703
INSURANCE CLAIMS	\$ 11,443	\$ 200	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 1,456	\$ 1,560	\$ 1,560	\$ 1,560	\$ 1,560
MISCELLANEOUS EXPENSE	\$ 6,506	\$ 2,640	\$ 2,640	\$ 2,640	\$ 2,640
SPECIAL PROJECTS	\$ -	\$ -	\$ 330,000	\$ 215,000	\$ 215,000
CONTRACTED SERVICES	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
PROFESSIONAL SERVICES	\$ 1,409	\$ 11,000	\$ 11,000	\$ 6,120	\$ 6,120
TRANSFER - CAP RESERVE FUND	\$ 219,911	\$ 204,061	\$ 183,096	\$ 183,096	\$ 183,096
<b>Operations Total</b>	<b>\$ 1,196,236</b>	<b>\$ 1,080,347</b>	<b>\$ 1,453,687</b>	<b>\$ 1,227,006</b>	<b>\$ 1,227,006</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ -	\$ 7,345	\$ -	\$ -
C O ROOF / HVAC	\$ -	\$ 20,640	\$ 12,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ 20,640</b>	<b>\$ 19,345</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 2,157,635</b>	<b>\$ 2,270,330</b>	<b>\$ 2,699,267</b>	<b>\$ 2,191,584</b>	<b>\$ 2,191,584</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Administration (000)</b>					
Assistant Public Works Director <sup>7</sup>	1	1	1	0	0
Maintenance Supervisor <sup>1</sup>	1	0	0	0	0
Maintenance Operations Manager/Sr. <sup>1,2</sup>	0	2	2	2	2
Parks & Recreation Maintenance Manager <sup>6</sup>	1	1	0	0	0
Project Manger-Landscape <sup>6</sup>	0	0	1	1	1
<b>Street Maintenance (420)</b>					
Equipment Operator I/II <sup>3</sup>	1	0	0	0	0
Crew Leader <sup>4</sup>	2	1	1	1	1
Street Maintenance Supervisor <sup>2</sup>	1	0	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3,4,7</sup>	1	3	3	2	2
<b>Concrete Construction (421)</b>					
Equipment Operator I/II <sup>3</sup>	2	0	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3</sup>	1	3	3	3	3
<b>Signs &amp; Marking (422)</b>					
Crew Leader <sup>5</sup>	0	1	1	1	1
Equipment Operator I/II <sup>3</sup>	1	0	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3</sup>	0	1	1	1	1
<b>Street Misc. Activities (425)</b>					
Crew Leader	2	2	2	2	2
Equipment Operator I/II <sup>5</sup>	1	0	0	0	0
<b>Powell Bill-Paving &amp; Resurfacing (426)</b>					
Maintenance Worker I/II/III/Sr. <sup>7</sup>	1	1	1	0	0
<b>Powell Bill-Street Maintenance (427)</b>					
Maintenance Worker I/II/III/Sr.	1	1	1	1	1
<b>Powell Bill-Concrete Construction (429)</b>					
Equipment Operator I/II <sup>3</sup>	1	0	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3</sup>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL<sup>1</sup></b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>15</b>	<b>15</b>

<sup>1</sup>Positions reclassified from Maintenance Supervisor to Maintenance Operations Manager/Sr.

<sup>2</sup>Position reclassified from Street Maintenance Supervisor (420) to Maintenance Operations Manager/Sr. (000)

<sup>3</sup>Position reclassified from Equipment Operator I/II to Maintenance Worker I/II/III/Sr.

<sup>4</sup>Position reclassified from Crew Leader to Maintenance Worker I/II/III/Sr.

<sup>5</sup>Position reclassified from Equipment Operator I/II (425) to Crew Leader (422)

<sup>6</sup>Position reclassified from Parks & Rec Maint Mgr to Project Manger-Landscape

<sup>7</sup>Position eliminated



**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Street Admin (000)</b>			
HVAC Replacement	\$ 12,000	\$ -	\$ -
<b>Street Signs &amp; Markings (422)</b>			
Prismatic Vinyl Markings Cutter	7,345	-	-
<b>Total Capital Outlay</b>	<b>\$ 19,345</b>	<b>\$ -</b>	<b>\$ -</b>





### STATEMENT OF PURPOSE

To manage the collection and disposal of yard waste inside the City in compliance with federal and state regulations.

### PERFORMANCE GOALS

To provide weekly limb and bagged yard debris collection citywide to coincide with the solid waste and recycling collection. Process and dispose of material within DENR regulations as cost efficient as possible.

### BUDGET REQUEST

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 238,366	\$ 141,421	\$ 142,655	\$ 114,217	\$ 114,217
OVERTIME SALARIES	\$ 11,570	\$ 5,000	\$ 5,000	\$ 4,250	\$ 4,250
FICA TAX	\$ 17,944	\$ 11,201	\$ 11,294	\$ 9,063	\$ 9,063
RETIREMENT	\$ 19,546	\$ 13,207	\$ 15,091	\$ 12,107	\$ 12,107
401(K) EMPLOYER CONTRIBUTION	\$ 7,454	\$ 4,393	\$ 4,429	\$ 3,555	\$ 3,555
HEALTH CARE	\$ 71,064	\$ 48,187	\$ 50,598	\$ 38,416	\$ 38,416
LIFE INSURANCE	\$ 501	\$ 350	\$ 352	\$ 282	\$ 282
EMP SEC INS	\$ 93	\$ 80	\$ 990	\$ 791	\$ 791
WORKERS COMPENSATION	\$ 11,250	\$ 11,250	\$ 12,000	\$ 9,600	\$ 9,600
<b>Personnel Total</b>	<b>\$ 377,788</b>	<b>\$ 235,089</b>	<b>\$ 242,409</b>	<b>\$ 192,281</b>	<b>\$ 192,281</b>
<b>Operations</b>					
UNIFORMS	\$ 3,406	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
EXPENDABLE EQUIPMENT	\$ 1,496	\$ 1,500	\$ 1,500	\$ 750	\$ 750
GAS & OIL	\$ 20,902	\$ 20,910	\$ 30,545	\$ 27,931	\$ 27,931
MAINT EQUIPMENT	\$ 25,097	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
MAINT AUTO	\$ 9,227	\$ -	\$ 12,000	\$ 10,000	\$ 10,000
INSURANCE PREMIUMS	\$ 3,166	\$ 3,159	\$ 3,144	\$ 3,144	\$ 3,144
SPECIAL PROJECTS	\$ -	\$ -	\$ 37,840	\$ 37,840	\$ 37,840
CONTRACTED SERVICES	\$ 174,237	\$ 140,000	\$ 140,000	\$ 115,000	\$ 115,000
TRANSFER - CAP RESERVE FUND	\$ 34,116	\$ 64,116	\$ 119,783	\$ 119,783	\$ 119,783
<b>Operations Total</b>	<b>\$ 271,646</b>	<b>\$ 258,185</b>	<b>\$ 373,312</b>	<b>\$ 342,948</b>	<b>\$ 342,948</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ -	\$ 150,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 649,434</b>	<b>\$ 493,274</b>	<b>\$ 765,721</b>	<b>\$ 535,229</b>	<b>\$ 535,229</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Equipment Operator I/II <sup>1</sup>	1	0	0	0	0
Maintenance Worker I/II/III/Sr. <sup>1,2</sup>	<u>4</u>	<u>5</u>	<u>5</u>	<u>4</u>	<u>4</u>
<b>TOTAL</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>4</b>

<sup>1</sup>Positions reclassified

<sup>2</sup>Position eliminated

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Limbs/Yard Waste Collection (423)</b>			
Truck Scales	\$ 150,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>



**STATEMENT OF PURPOSE**

To operate, maintain, and develop seven municipal cemeteries totaling 79.65 acres of publically controlled burial grounds.

**PERFORMANCE GOALS**

1. Observe conditions of all cemeteries and report anything that needs to be addressed to the Grounds Maintenance Supervisor so he can schedule maintenance. This could include trash pickup, pruning, filling in low graves, and requests by plot owners. This ensures that the City maintains well-groomed cemetery properties.
2. Provide prompt and courteous service to funeral directors and bereaved families in regard to interments and related services.
3. Assist families with special requests regarding the care of burial plots.
4. Assist public walk-ins with location of graves.
5. Promote columbarium services and plan future expansions.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 56,067	\$ 58,003	\$ 59,475	\$ 58,405	\$ 58,405
FICA TAX	\$ 4,357	\$ 4,437	\$ 4,550	\$ 4,468	\$ 4,468
RETIREMENT	\$ 4,367	\$ 5,232	\$ 6,078	\$ 5,969	\$ 5,969
401(K) EMPLOYER CONTRIBUTION	\$ 1,665	\$ 1,740	\$ 1,784	\$ 1,752	\$ 1,752
HEALTH CARE	\$ 8,889	\$ 9,149	\$ 9,607	\$ 9,065	\$ 9,065
LIFE INSURANCE	\$ 130	\$ 144	\$ 147	\$ 145	\$ 145
EMP SEC INS	\$ 34	\$ 33	\$ 412	\$ 405	\$ 405
WORKERS COMPENSATION	\$ 2,250	\$ 2,250	\$ 2,400	\$ 2,400	\$ 2,400
<b>Personnel Total</b>	<b>\$ 77,760</b>	<b>\$ 80,988</b>	<b>\$ 84,453</b>	<b>\$ 82,609</b>	<b>\$ 82,609</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 333	\$ 500	\$ 500	\$ -	\$ -
UNIFORMS	\$ 305	\$ 300	\$ 300	\$ 300	\$ 300
EXPENDABLE EQUIPMENT	\$ 999	\$ 1,050	\$ 1,050	\$ 550	\$ 550
GAS & OIL	\$ 1,135	\$ 1,410	\$ 1,871	\$ 900	\$ 900
DEPARTMENT SUPPLIES	\$ 1,161	\$ 1,300	\$ 1,300	\$ 500	\$ 500
TELEPHONE	\$ 550	\$ -	\$ -	\$ -	\$ -
POSTAGE	\$ 110	\$ 150	\$ 150	\$ 100	\$ 100
ELECTRIC POWER	\$ 2,750	\$ 2,754	\$ 3,312	\$ 3,019	\$ 3,019
NATURAL GAS	\$ 849	\$ 878	\$ 1,068	\$ 914	\$ 914
CITY UTILITIES	\$ 3,759	\$ 3,678	\$ 3,846	\$ 3,781	\$ 3,781
BUILDINGS & GROUNDS	\$ 4,682	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
MAINT OLD CEMETERIES	\$ 30	\$ 2,060	\$ -	\$ -	\$ -
B/G CONTRACTED SERVICES	\$ 1,225	\$ 1,407	\$ 1,430	\$ 1,430	\$ 1,430
MAINT EQUIPMENT	\$ 147	\$ -	\$ -	\$ -	\$ -
MAINT RADIO	\$ -	\$ 150	\$ 150	\$ 150	\$ 150
MAINT AUTO	\$ 49	\$ 375	\$ 375	\$ 375	\$ 375
TRAINING	\$ 110	\$ 300	\$ 300	\$ 300	\$ 300
COPIER CONTRACT EXPENSE	\$ 123	\$ 250	\$ 250	\$ 250	\$ 250
INSURANCE PREMIUMS	\$ 517	\$ 558	\$ 462	\$ 462	\$ 462
DUES & SUBSCRIPTIONS	\$ 286	\$ 300	\$ 300	\$ 110	\$ 110
CONTRACTED SERVICES	\$ 1,200	\$ 4,500	\$ 1,200	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 500	\$ -	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 20,819</b>	<b>\$ 25,920</b>	<b>\$ 21,864</b>	<b>\$ 17,141</b>	<b>\$ 17,141</b>

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 98,579	\$ 106,908	\$ 106,317	\$ 99,750	\$ 99,750

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Cemetery Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	1	1	1	1	1



**STATEMENT OF PURPOSE**

To manage the collection and disposal of solid waste and recyclable material inside the City in compliance with federal and state regulations. Educate the public on sustainable practices to increase recycling and minimize material that is disposed of at the Rowan County Landfill.

**PERFORMANCE GOALS**

1. Protect the public health, safety, and welfare by collecting and disposing solid waste and recycling material efficiently and in compliance with federal and state regulations.
2. Improve citywide recycling efforts and promote sustainable practices.

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
Garbage Collected, Tons	9,307	9,647	9,500	9,000
Recycling Collected, Tons	1,849	1,846	1,800	1,800

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY20-21</b>	<b>FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 269,632	\$ 228,545	\$ 220,833	\$ 216,474	\$ 216,474
OVERTIME SALARIES	\$ 24,883	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
FICA TAX	\$ 21,201	\$ 18,179	\$ 17,658	\$ 17,324	\$ 17,324
RETIREMENT	\$ 22,954	\$ 21,434	\$ 23,593	\$ 23,146	\$ 23,146
401(K) EMPLOYER CONTRIBUTION	\$ 8,758	\$ 7,128	\$ 6,927	\$ 6,795	\$ 6,795
HEALTH CARE	\$ 68,415	\$ 61,583	\$ 71,549	\$ 60,325	\$ 60,325
LIFE INSURANCE	\$ 554	\$ 565	\$ 547	\$ 536	\$ 536
EMP SEC INS	\$ 134	\$ 128	\$ 1,535	\$ 1,503	\$ 1,503
WORKERS COMPENSATION	\$ 13,500	\$ 13,500	\$ 14,400	\$ 14,400	\$ 14,400
<b>Personnel Total</b>	<b>\$ 430,031</b>	<b>\$ 361,062</b>	<b>\$ 367,042</b>	<b>\$ 350,503</b>	<b>\$ 350,503</b>

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 2,962	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
GAS & OIL	\$ 81,495	\$ 96,941	\$ 104,182	\$ 96,046	\$ 96,046
DEPARTMENT SUPPLIES	\$ 4,807	\$ 4,800	\$ 4,800	\$ 2,800	\$ 2,800
TRAVEL	\$ 3,203	\$ 500	\$ 500	\$ 500	\$ 500
TELEPHONE	\$ 204	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 924	\$ 924	\$ 924
POSTAGE	\$ -	\$ 50	\$ 50	\$ -	\$ -
ELECTRIC POWER	\$ 10,232	\$ 8,763	\$ 13,476	\$ 11,938	\$ 11,938
NATURAL GAS	\$ 4,602	\$ 4,703	\$ 4,774	\$ 4,085	\$ 4,085
CITY UTILITIES	\$ 3,944	\$ 3,484	\$ 4,802	\$ 5,061	\$ 5,061
PRINTING	\$ 987	\$ 850	\$ 1,000	\$ 1,000	\$ 1,000
BUILDINGS & GROUNDS	\$ 583	\$ 500	\$ 500	\$ 500	\$ 500
B/G CONTRACTED SERVICES	\$ 8,662	\$ 8,015	\$ 8,090	\$ 8,090	\$ 8,090
MAINT AUTO	\$ 82,463	\$ 80,000	\$ 88,000	\$ 88,000	\$ 88,000
VEHICLE DAMAGE REPAIR	\$ 440	\$ -	\$ -	\$ -	\$ -
COUNTY LANDFILL CHARGES	\$ 332,423	\$ 333,440	\$ 350,112	\$ 333,440	\$ 333,440
ADVERTISING	\$ -	\$ 150	\$ 15,000	\$ -	\$ -
TRAINING	\$ 485	\$ 500	\$ 500	\$ -	\$ -
INSURANCE PREMIUMS	\$ 7,807	\$ 9,528	\$ 9,980	\$ 9,980	\$ 9,980
INSURANCE CLAIMS	\$ 683	\$ 12,000	\$ -	\$ -	\$ -
MISCELLANEOUS EXPENSE	\$ 988	\$ 1,909	\$ 1,909	\$ 1,909	\$ 1,909
SPECIAL PROJECTS	\$ 74,752	\$ -	\$ -	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 159	\$ 470	\$ 470	\$ 470	\$ 470
RECYCLING CONTRACT	\$ 475,243	\$ 487,080	\$ 487,080	\$ 574,128	\$ 574,128
TRANSFER - CAP RESERVE FUND	\$ 238,930	\$ 241,562	\$ 200,322	\$ 200,322	\$ 200,322
<b>Operations Total</b>	<b>\$ 1,336,054</b>	<b>\$ 1,298,245</b>	<b>\$ 1,299,471</b>	<b>\$ 1,342,193</b>	<b>\$ 1,342,193</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,766,085</b>	<b>\$ 1,659,307</b>	<b>\$ 1,666,513</b>	<b>\$ 1,692,696</b>	<b>\$ 1,692,696</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Maintenance Operations Manager/Sr. <sup>1</sup>	0	1	1	1	1
Solid Waste Supervisor <sup>1</sup>	1	0	0	0	0
Equipment Operator I/II <sup>2</sup>	5	0	0	0	0
Maintenance Worker I/II/III/Sr. <sup>2</sup>	<u>0</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>
<b>TOTAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

<sup>1</sup>Position reclassified from Solid Waste Supervisor to Maintenance Operations Manager/Sr.

<sup>2</sup>Position reclassified from Equipment Operator I/II to Maintenance Worker I/II/III/Sr.



**STATEMENT OF PURPOSE**

To provide a centralized resource for the management and development of city-owned landscapes and parking lots, parks, cemeteries, Salisbury/Rowan utilities, city-maintained right of ways and tree canopy maintenance. Involvement in staffing city-sponsored and Downtown Salisbury events and Parks and Recreation ball tournaments.

**PERFORMANCE GOALS**

1. Continue improvement to city park property involving the reconditioning of infrastructures and grounds.
2. Assist the Public Works Director and Assistant Public Works Director in the implementation of interdepartmental projects.
3. Continue effort to preform litter pick up and curb line cleanups throughout the City.
4. Continue staff development in the areas of equipment training and operation, pesticide and horticultural workshops, Human Resources' classes, work safety, and technical expertise.
5. Provide improved maintenance of SRU and right of way maintenance.
6. Further development of city-owned landscapes involving removals and replacements.

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
Tree hours worked	1,825	1,800	1,800	1,500
Tree pruning, number	412	400	400	300
Tree removal, number	54	40	30	25
Tree planting, number	21	20	20	25

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY20-21</b>	<b>FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 464,791	\$ 511,886	\$ 568,287	\$ 559,067	\$ 559,067
OVERTIME SALARIES	\$ 30,509	\$ 20,000	\$ 20,000	\$ 16,500	\$ 16,500
PART TIME SALARIES	\$ 25,634	\$ 36,597	\$ 22,942	\$ 19,442	\$ 19,442
FICA TAX	\$ 38,075	\$ 43,835	\$ 46,759	\$ 45,517	\$ 45,517
RETIREMENT	\$ 38,587	\$ 48,393	\$ 60,123	\$ 58,823	\$ 58,823
401(K) EMPLOYER CONTRIBUTION	\$ 14,705	\$ 16,096	\$ 17,648	\$ 17,267	\$ 17,267
HEALTH CARE	\$ 129,016	\$ 147,788	\$ 152,618	\$ 143,225	\$ 143,225
LIFE INSURANCE	\$ 928	\$ 1,280	\$ 1,406	\$ 1,383	\$ 1,383
EMP SEC INS	\$ 307	\$ 296	\$ 4,099	\$ 4,012	\$ 4,012
WORKERS COMPENSATION	\$ 36,000	\$ 36,000	\$ 38,400	\$ 38,400	\$ 38,400
<b>Personnel Total</b>	<b>\$ 778,552</b>	<b>\$ 862,171</b>	<b>\$ 932,282</b>	<b>\$ 903,636</b>	<b>\$ 903,636</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 1,075	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400
UNIFORMS	\$ 5,168	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500
EXPENDABLE EQUIPMENT	\$ 6,038	\$ 1,500	\$ 6,400	\$ 5,400	\$ 5,400
GAS & OIL	\$ 35,521	\$ 37,220	\$ 47,917	\$ 42,059	\$ 42,059
DEPARTMENT SUPPLIES	\$ 2,467	\$ 1,425	\$ 1,425	\$ 1,200	\$ 1,200
TELEPHONE	\$ 1,070	\$ 144	\$ 324	\$ 324	\$ 324
CELL PHONE STIPEND	\$ -	\$ -	\$ 924	\$ 924	\$ 924
ELECTRIC POWER	\$ 13,125	\$ 13,342	\$ 17,352	\$ 15,710	\$ 15,710
NATURAL GAS	\$ 1,344	\$ 1,388	\$ 1,484	\$ 1,266	\$ 1,266
CITY UTILITIES	\$ 1,557	\$ 1,471	\$ 1,638	\$ 1,641	\$ 1,641
BUILDINGS & GROUNDS	\$ 7,848	\$ 2,500	\$ 6,590	\$ 2,000	\$ 2,000
GROUNDS BEAUTIFICATION	\$ 8,618	\$ 20,556	\$ 20,700	\$ 5,000	\$ 5,000
B/G CONTRACTED SERVICES	\$ 1,626	\$ 1,676	\$ 4,933	\$ 1,781	\$ 1,781
MAINT EQUIPMENT	\$ 25,327	\$ 12,000	\$ 28,000	\$ 28,000	\$ 28,000
MAINT RADIO	\$ 218	\$ 250	\$ 250	\$ 250	\$ 250
MAINT AUTO	\$ 16,317	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000
VEHICLE DAMAGE REPAIR	\$ 13	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 450	\$ 640	\$ 1,240	\$ 640	\$ 640
COPIER CONTRACT EXPENSE	\$ 351	\$ 375	\$ 375	\$ 375	\$ 375
INSURANCE PREMIUMS	\$ 3,944	\$ 4,363	\$ 5,296	\$ 5,296	\$ 5,296
INSURANCE CLAIMS	\$ 2,134	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ -	\$ -	\$ 500	\$ -	\$ -
MISCELLANEOUS EXPENSE	\$ 372	\$ 250	\$ 250	\$ 250	\$ 250
CONTRACTED SERVICES	\$ 66,015	\$ 65,000	\$ 74,000	\$ 65,000	\$ 65,000
PROFESSIONAL SERVICES	\$ 623	\$ 550	\$ -	\$ -	\$ -
TREE BOARD	\$ -	\$ 1,900	\$ 6,900	\$ 1,000	\$ 1,000
TRANSFER - CAP RESERVE FUND	\$ 116,247	\$ 131,482	\$ 161,452	\$ 161,452	\$ 161,452
<b>Operations Total</b>	<b>\$ 317,468</b>	<b>\$ 321,932</b>	<b>\$ 416,850</b>	<b>\$ 368,468</b>	<b>\$ 368,468</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,096,020</b>	<b>\$ 1,184,103</b>	<b>\$ 1,349,132</b>	<b>\$ 1,272,104</b>	<b>\$ 1,272,104</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Maintenance Supervisor <sup>1</sup>	1	0	0	0	0
Maintenance Operations Manager/Sr. <sup>1</sup>	0	1	1	1	1
Crew Leader	1	1	1	1	1
Equipment Operator I/II <sup>2</sup>	2	0	0	0	0
Maintenance Worker I/II/III/Sr. <sup>2,3,4</sup>	11	13	13	12	12
Aborist <sup>4</sup>	0	0	0	1	1
Part-Time/Temp Pool	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>

<sup>1</sup>Positions reclassified from Maintenance Supervisor to Maintenance Operations Manager/Sr.

<sup>2</sup>Position reclassified from Equipment Operator I/II to Maintenance Worker I/II/III/Sr.

<sup>3</sup>Position transferred from Parks & Recreation (621)

<sup>4</sup>Position reclassified from Maintenance Worker I/II/III/Sr. to Aborist



### STATEMENT OF PURPOSE

To provide a centralized resource for the management and development of city-owned parks, landscapes, indoor recreation facilities, aquatic opportunities and special events along with diversified programs that meet the current and future needs of the community.

### PERFORMANCE GOALS

1. Develop programs and facilities in support of City Council goals and objectives set forth each fiscal year.
2. Expand greenway opportunities throughout the City.
3. Provide staff support to the Greenway, Bicycle and Pedestrian Committee, Hurley Park Advisory Board, Dog Paws Committee, and Salisbury Parks and Recreation Advisory Board.
4. Seek grant opportunities to offset costs on capital or programmatic projects.
5. Explore all opportunities at Salisbury Community Park and/or begin to determine how to maximize the facility and future usage.
6. Review cost recovery plan for department programs and services.
7. Begin working with staff and advisory boards in the implementation of short range recommendations in the 2019-20 Parks and Recreation Master Plan.

### PERFORMANCE MEASURES

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Acres of Park Space Owned	518	518	518	521
Acres of Park Space Maintained *	315	315	315	318
Yards of Greenway Maintained	7,392	8,448	8,448	9,504
Number of Fields and Courts Maintained **	30	31	31	31
<b>Effectiveness</b>				
Percent of City Devoted to Recreation/Greenspace	4.2%	4.2%	4.2%	4.2% **

\* Half of the acreage is either wooded or remains in a natural state.

\*\* 4 Soccer & 8 Baseball / Softball

Tennis Courts - 6 hard 2 clay

Basketball Courts - (7) Full Courts and (5) 3 on 3

There are approximately 22 square miles in the city.

### BUDGET REQUEST

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY20-21</b>	<b>FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 522,349	\$ 521,854	\$ 596,826	\$ 568,020	\$ 568,020
OVERTIME SALARIES	\$ 147	\$ 850	\$ 850	\$ 5,850	\$ 5,850
PART TIME SALARIES	\$ 140,653	\$ 151,902	\$ 151,767	\$ 153,114	\$ 153,114
LEO SEPARATION ALLOWANCE	\$ 60	\$ 68	\$ -	\$ -	\$ -
FICA TAX	\$ 48,316	\$ 51,512	\$ 57,332	\$ 55,613	\$ 55,613
RETIREMENT	\$ 40,542	\$ 47,021	\$ 61,082	\$ 58,649	\$ 58,649
401K-SWORN LAW	\$ 35	\$ 39	\$ -	\$ -	\$ -
401(K) EMPLOYER CONTRIBUTION	\$ 15,438	\$ 15,642	\$ 17,931	\$ 17,218	\$ 17,218
HEALTH CARE	\$ 106,011	\$ 98,710	\$ 132,310	\$ 119,584	\$ 119,584
LIFE INSURANCE	\$ 1,058	\$ 1,295	\$ 1,481	\$ 1,406	\$ 1,406
EMP SEC INS	\$ 395	\$ 1,841	\$ 5,205	\$ 5,012	\$ 5,012
WORKERS COMPENSATION	\$ 33,750	\$ 33,750	\$ 45,600	\$ 45,600	\$ 45,600
<b>Personnel Total</b>	<b>\$ 908,753</b>	<b>\$ 924,484</b>	<b>\$ 1,070,384</b>	<b>\$ 1,030,066</b>	<b>\$ 1,030,066</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 272	\$ 300	\$ 1,750	\$ 1,550	\$ 1,550
UNIFORMS	\$ 1,033	\$ 1,900	\$ 3,400	\$ 2,775	\$ 2,775
MEETING EXPENSES	\$ 2,374	\$ 1,000	\$ 2,000	\$ -	\$ -
RECREATION PROGRAMS	\$ 29,788	\$ 23,319	\$ 38,550	\$ 21,850	\$ 21,850
EXPENDABLE EQUIPMENT	\$ 44	\$ 450	\$ 3,000	\$ 2,000	\$ 2,000
EXPENDABLE RECREATION EQUIPMEN	\$ 762	\$ 900	\$ 900	\$ 900	\$ 900
GAS & OIL	\$ 2,382	\$ 3,732	\$ 4,742	\$ 3,913	\$ 3,913
DEPARTMENT SUPPLIES	\$ 3,974	\$ 4,900	\$ 9,800	\$ 7,550	\$ 7,550
TRAVEL	\$ 6,121	\$ 6,000	\$ 6,000	\$ 3,000	\$ 3,000
TELEPHONE	\$ 1,542	\$ -	\$ -	\$ -	\$ -
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,344	\$ 1,344	\$ 1,344
POSTAGE	\$ 304	\$ 350	\$ 350	\$ 350	\$ 350
ELECTRIC POWER	\$ 49,029	\$ 50,861	\$ 75,365	\$ 69,057	\$ 69,057
NATURAL GAS	\$ 13,959	\$ 14,782	\$ 15,872	\$ 13,551	\$ 13,551
CITY UTILITIES	\$ 19,269	\$ 19,510	\$ 42,787	\$ 39,366	\$ 39,366
PRINTING	\$ -	\$ -	\$ 1,000	\$ 500	\$ 500
BUILDINGS & GROUNDS	\$ 35,417	\$ 21,315	\$ 38,300	\$ 18,650	\$ 18,650
B/G CONTRACTED SERVICES	\$ 36,300	\$ 36,375	\$ 43,123	\$ 16,975	\$ 16,975
MAINT EQUIPMENT	\$ 294	\$ 1,000	\$ 2,000	\$ 2,000	\$ 2,000
MAINT RADIO	\$ 261	\$ 111	\$ 422	\$ 422	\$ 422
MAINT AUTO	\$ 3,087	\$ 3,000	\$ 5,000	\$ 5,000	\$ 5,000
ADVERTISING	\$ 4,362	\$ 5,000	\$ 5,000	\$ 2,000	\$ 2,000
TRAINING	\$ 9,838	\$ 8,800	\$ 9,400	\$ 5,400	\$ 5,400
COPIER CONTRACT EXPENSE	\$ 2,658	\$ 3,275	\$ 4,000	\$ 4,000	\$ 4,000
INSURANCE PREMIUMS	\$ 7,488	\$ 7,534	\$ 7,038	\$ 7,038	\$ 7,038
DUES & SUBSCRIPTIONS	\$ 4,321	\$ 5,716	\$ 5,716	\$ 5,716	\$ 5,716
MISCELLANEOUS EXPENSE	\$ 5,100	\$ 1,000	\$ 3,500	\$ -	\$ -
ACTIVENET FEES	\$ 1,918	\$ 1,500	\$ 2,000	\$ 2,000	\$ 2,000
RIGHT OF WAY CHARGES	\$ 1,257	\$ 1,260	\$ 1,300	\$ 1,300	\$ 1,300
SPECIAL PROJECTS	\$ 115,331	\$ 35,573	\$ -	\$ -	\$ -
CONTRACTED SERVICES	\$ 13,346	\$ 19,510	\$ 24,510	\$ 21,110	\$ 21,110
SPECIAL EVENTS	\$ 25,640	\$ 37,500	\$ 38,685	\$ 29,685	\$ 29,685
DOG PARK	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
PROFESSIONAL SERVICES	\$ 1,086	\$ 414	\$ 900	\$ 700	\$ 700
CONTRACTED PROGRAM INSTRUCTORS	\$ 14,559	\$ 13,350	\$ 15,350	\$ 9,100	\$ 9,100
UNITED ARTS COUNCIL	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250	\$ 56,250
SENIOR CITIZENS	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000	\$ 63,000
TREE BOARD	\$ 1,262	\$ -	\$ -	\$ -	\$ -
ADVISORY BOARD	\$ 294	\$ 500	\$ 1,000	\$ 500	\$ 500
TRANSFER - CAP RESERVE FUND	\$ 5,450	\$ 17,300	\$ 18,150	\$ 18,150	\$ 18,150
<b>Operations Total</b>	<b>\$ 539,373</b>	<b>\$ 467,287</b>	<b>\$ 552,504</b>	<b>\$ 437,702</b>	<b>\$ 437,702</b>
<b>Capital</b>					
C O ROOF / HVAC	\$ 117,141	\$ 150,700	\$ 304,155	\$ 275,655	\$ 275,655
C O BLDG & GRNDS	\$ -	\$ 39,753	\$ 373,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 117,141</b>	<b>\$ 190,453</b>	<b>\$ 677,155</b>	<b>\$ 275,655</b>	<b>\$ 275,655</b>
<b>Grand Total</b>	<b>\$ 1,565,268</b>	<b>\$ 1,582,224</b>	<b>\$ 2,300,043</b>	<b>\$ 1,743,423</b>	<b>\$ 1,743,423</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Administration (100)</b>					
Parks & Recreation Director	1	1	1	1	1
Parks & Recreation Maint Manager	1	1	1	1	1
Events Coordinator	1	1	1	1	1
Recreation Specialist	1	1	1	1	1
<b>Civic Center (601)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>City Park Center (602)</b>					
Recreation Programmer	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Miller Center (603)</b>					
Recreation Specialist <sup>1</sup>	1	0	0	0	0
Recreation Coordinator <sup>1</sup>	0	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Hall Gym (606)</b>					
Recreation Coordinator	1	1	1	1	1
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Fred Evans Pool (607)</b>					
Recreation Aide Pool (TPT)	1	1	1	1	1
<b>Bell Tower Green Park (609)<sup>4</sup></b>					
NEW - Horticulturist <sup>1</sup>	0	0	1	0	0
NEW - Maintenance Worker I,II,III	0	0	3	3	3
NEW - Part-Time Pool <sup>1</sup>	0	0	0	1	1
<b>Hurley Park (612)</b>					
Public Garden Manager <sup>2</sup>	0	0	1	1	1
Assistant Public Garden Manager <sup>3</sup>	0	0	1	1	1
Park Curator <sup>2</sup>	1	1	0	0	0
Assistant Park Curator <sup>3</sup>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>15</b>	<b>15</b>	<b>19</b>	<b>19</b>	<b>19</b>

<sup>1</sup>Position reclassified

<sup>2</sup>Position reclassified

<sup>3</sup>Position reclassified

<sup>4</sup>New positions

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>City Park (602)</b>			
Interior Bathrooms Remodel	\$ 50,000	\$ -	\$ -
Flooring Remodel	90,000	-	-
Kitchen Remodel	20,000	-	-
<b>Miller Center (603)</b>			
Kitchen Remodel	15,000	-	-
<b>Hall Gym (606)</b>			
Gym Floor	100,000	-	-
HVAC Replacement	22,500	-	-
Roof Replacement	275,655	275,655	275,655
<b>Fred Evans Pool (607)</b>			
Plaster Pool	98,000	-	-
<b>Hurley Park (612)</b>			
HVAC Replacement	6,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 677,155</b>	<b>\$ 275,655</b>	<b>\$ 275,655</b>



### STATEMENT OF PURPOSE

To provide a centralized resource for the management and repair of city vehicles and equipment. Assist in the new vehicle/equipment procurement process with specifications, pricing, pre-delivery inspections, and in-service of vehicle.

### PERFORMANCE GOALS

1. Enhance technical abilities of division personnel through in-house training programs.
2. Increase service life and vehicle dependability by developing an in-depth preventive/scheduled maintenance program.
3. Enhance the technical equipment capability of the division in order to maintain current needs and provide for future needs of the City's fleet.
4. Develop specifications on vehicles and equipment that meet the needs of the City while lowering the operating cost over the life of the vehicle or equipment.

### PERFORMANCE MEASURES

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
Vehicles Maintained	294	299	301	N/A
Other Equipment Maintained	216	222	222	N/A
Buses Maintained	2	2	2	N/A

### BUDGET REQUEST

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY20-21</b>	<b>FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 649,816	\$ 697,756	\$ 723,013	\$ 710,084	\$ 710,084
OVERTIME SALARIES	\$ 18,448	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
FICA TAX	\$ 46,686	\$ 54,767	\$ 56,843	\$ 55,850	\$ 55,850
RETIREMENT	\$ 51,958	\$ 64,578	\$ 75,937	\$ 74,615	\$ 74,615
401(K) EMPLOYER CONTRIBUTION	\$ 19,819	\$ 21,477	\$ 22,290	\$ 21,902	\$ 21,902
HEALTH CARE	\$ 125,376	\$ 143,884	\$ 146,354	\$ 136,017	\$ 136,017
LIFE INSURANCE	\$ 1,312	\$ 1,719	\$ 1,784	\$ 1,752	\$ 1,752
EMP SEC INS	\$ 390	\$ 4,806	\$ 4,995	\$ 4,903	\$ 4,903
WORKERS COMPENSATION	\$ 29,250	\$ 29,250	\$ 31,200	\$ 31,200	\$ 31,200
<b>Personnel Total</b>	<b>\$ 943,055</b>	<b>\$ 1,038,237</b>	<b>\$ 1,082,416</b>	<b>\$ 1,056,323</b>	<b>\$ 1,056,323</b>
<b>Operations</b>					
UNIFORMS	\$ 9,800	\$ 10,615	\$ 10,756	\$ 10,756	\$ 10,756
EXPENDABLE EQUIPMENT	\$ 5,075	\$ 4,800	\$ 8,800	\$ 3,000	\$ 3,000
GAS & OIL	\$ 5,643	\$ 6,457	\$ 7,069	\$ 6,557	\$ 6,557
DEPARTMENT SUPPLIES	\$ 3,339	\$ 3,300	\$ 3,300	\$ 2,000	\$ 2,000
TELEPHONE	\$ 985	\$ 216	\$ 324	\$ 324	\$ 324
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
ELECTRIC POWER	\$ 8,478	\$ 8,848	\$ 10,365	\$ 9,327	\$ 9,327
NATURAL GAS	\$ 3,464	\$ 3,504	\$ 4,029	\$ 3,439	\$ 3,439
CITY UTILITIES	\$ 2,535	\$ 2,026	\$ 2,680	\$ 2,691	\$ 2,691
BUILDINGS & GROUNDS	\$ 2,175	\$ 1,000	\$ 1,000	\$ 500	\$ 500
B/G CONTRACTED SERVICES	\$ 2,095	\$ 1,109	\$ 6,474	\$ 1,135	\$ 1,135
MAINT EQUIPMENT	\$ 2,698	\$ 6,150	\$ 6,150	\$ 6,150	\$ 6,150
MAINT CMPT SOFTWARE	\$ 8,063	\$ 7,220	\$ 8,240	\$ 8,240	\$ 8,240
MAINT AUTO	\$ 11,700	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
TRAINING	\$ 3,161	\$ 2,950	\$ 2,950	\$ 2,950	\$ 2,950
COPIER CONTRACT EXPENSE	\$ 1,055	\$ 1,400	\$ 1,100	\$ 1,100	\$ 1,100
INSURANCE PREMIUMS	\$ 4,714	\$ 5,091	\$ 2,477	\$ 2,477	\$ 2,477
SPECIAL PROJECTS	\$ -	\$ -	\$ 22,500	\$ -	\$ -
DENR PROJECTS	\$ 174	\$ 1,000	\$ 500	\$ 500	\$ 500
PROFESSIONAL SERVICES	\$ 124	\$ -	\$ -	\$ -	\$ -
TRANSFER - CAP RESERVE FUND	\$ 16,950	\$ 16,700	\$ 5,950	\$ 5,950	\$ 5,950
<b>Operations Total</b>	<b>\$ 92,229</b>	<b>\$ 85,386</b>	<b>\$ 109,512</b>	<b>\$ 71,944</b>	<b>\$ 71,944</b>
<b>Capital</b>					
C O GARAGE EQUIPMENT	\$ 36,987	\$ -	\$ 55,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 36,987</b>	<b>\$ -</b>	<b>\$ 55,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 1,072,271</b>	<b>\$ 1,123,623</b>	<b>\$ 1,246,928</b>	<b>\$ 1,128,267</b>	<b>\$ 1,128,267</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Fleet Services Manager	1	1	1	1	1
Fleet Services Supervisor	1	1	1	1	1
Parts Supervisor	1	1	1	1	1
Mechanic	9	9	9	9	9
Equipment Service Technician <sup>1</sup>	0	0	1	1	1
Telecommunications Technician <sup>1</sup>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>

<sup>1</sup>Position reclassified

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
Mobile Truck Lifts	\$ 55,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 55,000</b>	<b>\$ -</b>	<b>\$ -</b>



**Fibrant Support****492****STATEMENT OF PURPOSE**

To provide funding for the City's Broadband Fund and Dark Fiber.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Personnel Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Operations</b>					
CONTRACTED SERVICES	\$ 11,084	\$ -	\$ -	\$ -	\$ -
TRANSFER - FIBRANT FUND	\$ 3,000,000	\$ 2,400,000	\$ 3,000,000	\$ 3,000,000	\$ 2,970,000
<b>Operations Total</b>	<u>\$ 3,011,084</u>	<u>\$ 2,400,000</u>	<u>\$ 3,000,000</u>	<u>\$ 3,000,000</u>	<u>\$ 2,970,000</u>
<b>Capital</b>					
	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Grand Total</b>	<u>\$ 3,011,084</u>	<u>\$ 2,400,000</u>	<u>\$ 3,000,000</u>	<u>\$ 3,000,000</u>	<u>\$ 2,970,000</u>

**Transportation****553****STATEMENT OF PURPOSE**

To provide funding for the City's share of the City Transit System.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
<b>Personnel Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Operations</b>					
TRANSFER - TRANSIT FUND	\$ 467,822	\$ 633,564	\$ 800,000	\$ 600,000	\$ 241,611
<b>Operations Total</b>	<u>\$ 467,822</u>	<u>\$ 633,564</u>	<u>\$ 800,000</u>	<u>\$ 600,000</u>	<u>\$ 241,611</u>
<b>Capital</b>					
<b>Capital Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Grand Total</b>	<u>\$ 467,822</u>	<u>\$ 633,564</u>	<u>\$ 800,000</u>	<u>\$ 600,000</u>	<u>\$ 241,611</u>

**Education****641****STATEMENT OF PURPOSE**

To provide funding for the Supplementary Education System (Horizons).

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
SUPPLEMENTARY ED	\$ 40,000	\$ 40,000	\$ 42,000	\$ 40,000	\$ 40,000
<b>Operations Total</b>	\$ 40,000	\$ 40,000	\$ 42,000	\$ 40,000	\$ 40,000
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 40,000	\$ 40,000	\$ 42,000	\$ 40,000	\$ 40,000

**Contingency Expenses****671****STATEMENT OF PURPOSE**

To provide funding for contingency expenses to balance budget.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
OPERATIONAL EXPENDITURE RESERVED	\$ -	\$ 63,175	\$ -	\$ -	\$ -
<b>Operations Total</b>	\$ -	\$ 63,175	\$ -	\$ -	\$ -
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ -	\$ 63,175	\$ -	\$ -	\$ -



**STATEMENT OF PURPOSE**

To provide for the payment of interest and principal on outstanding General Fund debt.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
LEASE PURCHASE PRINCIPAL	\$ 846,952	\$ 866,952	\$ 866,952	\$ 866,952	\$ 866,952
LEASE PURCHASE INTEREST EXP	\$ 135,200	\$ 252,094	\$ 224,738	\$ 224,738	\$ 224,738
PAYMENT TO REFUNDING AGENT	\$ 230,000	\$ -	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 1,212,152</b>	<b>\$ 1,119,046</b>	<b>\$ 1,091,690</b>	<b>\$ 1,091,690</b>	<b>\$ 1,091,690</b>
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	<b>\$ 1,212,152</b>	<b>\$ 1,119,046</b>	<b>\$ 1,091,690</b>	<b>\$ 1,091,690</b>	<b>\$ 1,091,690</b>



**CITY OF SALISBURY****GENERAL FUND CAPITAL RESERVE FUND****STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for Year Ending June 30, 2020 and  
Actual for Year Ended June 30, 2019

	<b>2019 Actual</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 69,596	\$ 47,298	\$ 18,000
Other	86,151	78,917	-
Total nonoperating revenues	<u>\$ 155,747</u>	<u>\$ 126,215</u>	<u>\$ 18,000</u>
OTHER FINANCING SOURCES:			
Operating transfer from General Fund	\$ 1,938,387	\$ 1,988,290	\$ 2,123,737
Interfund revenues		-	55,104
Fund balance appropriated	-	760,000	-
Total other financing sources	<u>\$ 1,938,387</u>	<u>\$ 2,748,290</u>	<u>\$ 2,178,841</u>
Total revenues and other financing sources	<u>\$ 2,094,134</u>	<u>\$ 2,874,505</u>	<u>\$ 2,196,841</u>

**General Fund Capital Reserve****STATEMENT OF PURPOSE**

The General Fund Capital Reserve funds replacement cost of General Fund vehicles and computers and accrues reserves for future purchases.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
LEASE PURCHASE PRINCIPAL	\$ 439,552	\$ 439,553	\$ 439,552	\$ 439,552	\$ 439,552
LEASE PURCHASE INTEREST EXP	\$ 61,059	\$ 50,598	\$ 39,742	\$ 39,742	\$ 39,742
TRANSFER - CAP RESERVE FUND	\$ 296,006	\$ -	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 796,617</b>	<b>\$ 490,151</b>	<b>\$ 479,294</b>	<b>\$ 479,294</b>	<b>\$ 479,294</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 1,240,543	\$ 2,241,339	\$ 3,598,568	\$ 1,233,471	\$ 1,233,471
C O COMPUTER EQUIPMENT	\$ 198,689	\$ 217,776	\$ 484,076	\$ 484,076	\$ 484,076
<b>Capital Total</b>	<b>\$ 1,439,232</b>	<b>\$ 2,459,115</b>	<b>\$ 4,082,644</b>	<b>\$ 1,717,547</b>	<b>\$ 1,717,547</b>
<b>Grand Total</b>	<b>\$ 2,235,849</b>	<b>\$ 2,949,266</b>	<b>\$ 4,561,938</b>	<b>\$ 2,196,841</b>	<b>\$ 2,196,841</b>

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>City Council</b>			
Computer Equipment Replacement	\$ 1,400	\$ 1,400	\$ 1,400
<b>Total Capital Outlay</b>	<b>\$ 1,400</b>	<b>\$ 1,400</b>	<b>\$ 1,400</b>
<b>Management &amp; Administration</b>			
Computer Equipment Replacement	\$ 2,000	\$ 2,000	\$ 2,000
<b>Total Capital Outlay</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>
<b>Communications</b>			
Computer Equipment Replacement	\$ 3,639	\$ 3,639	\$ 3,639
<b>Total Capital Outlay</b>	<b>\$ 3,639</b>	<b>\$ 3,639</b>	<b>\$ 3,639</b>
<b>Human Resources</b>			
Computer Equipment Replacement	\$ 4,800	\$ 4,800	\$ 4,800
<b>Total Capital Outlay</b>	<b>\$ 4,800</b>	<b>\$ 4,800</b>	<b>\$ 4,800</b>
<b>Information Technologies</b>			
Replace Access Points	\$ 40,216	\$ 40,216	\$ 40,216
Replace Telephone System	49,203	49,203	49,203
Replace Switches	25,000	25,000	25,000
<b>Total Capital Outlay</b>	<b>\$ 114,419</b>	<b>\$ 114,419</b>	<b>\$ 114,419</b>
<b>Traffic Operations</b>			
Computer Equipment Replacement	\$ 3,006	\$ 3,006	\$ 3,006
<b>Total Capital Outlay</b>	<b>\$ 3,006</b>	<b>\$ 3,006</b>	<b>\$ 3,006</b>
<b>Community Planning Services - Planning</b>			
Computer Equipment Replacement	\$ 2,850	\$ 2,850	\$ 2,850
<b>Total Capital Outlay</b>	<b>\$ 2,850</b>	<b>\$ 2,850</b>	<b>\$ 2,850</b>
<b>Community Planning Services - Code Services</b>			
Computer Equipment Replacement	\$ 1,800	\$ 1,800	\$ 1,800
<b>Total Capital Outlay</b>	<b>\$ 1,800</b>	<b>\$ 1,800</b>	<b>\$ 1,800</b>
<b>Community Planning Services - Development Services</b>			
Computer Equipment Replacement	\$ 5,700	\$ 5,700	\$ 5,700
<b>Total Capital Outlay</b>	<b>\$ 5,700</b>	<b>\$ 5,700</b>	<b>\$ 5,700</b>

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Police - Operations</b>			
Computer Equipment Replacement	\$ 44,862	\$ 44,862	\$ 44,862
Replace 25 Mobile Radios at \$5300 each	132,500	132,500	132,500
Replace PD00610 w/ SUV	49,830	49,830	49,830
Replace PD00907 w/ SUV	49,830	49,830	49,830
Replace PD01103 w/ SUV	51,080	-	-
Replace PD01104 w/ SUV	51,080	51,080	51,080
Replace PD01105 w/ SUV	51,080	51,080	51,080
Replace PD01107 w/ SUV	51,080	-	-
Replace PD01110 w/ SUV	51,080	-	-
Replace PD01402 w/ F-150 PPV	50,116	50,116	50,116
Replace PD01701 w/ F-150 PPV	50,116	50,116	50,116
Replace PD01705 w/ F-150 PPV	50,116	50,116	50,116
Replace PD01908 w/ F-150 PPV	50,116	50,116	50,116
Replace PD11002 w/ SUV	51,080	51,080	51,080
Replace PD10309 w/ Lenco Bearcat	307,814	-	-
<b>Total Capital Outlay</b>	<b>\$ 1,091,780</b>	<b>\$ 630,726</b>	<b>\$ 630,726</b>
<b>Fire</b>			
Computer Equipment Replacement	\$ 15,950	\$ 15,950	\$ 15,950
Replace 20 Mobile Radios at \$5300 each	106,000	106,000	106,000
Replace FD59601 w/ Rescue Engine	1,039,735	-	-
ADD F150 4x4 Crew Cab	58,656	-	-
Replace FD38501 w/ like UTV Trailer	4,332	4,332	4,332
<b>Total Capital Outlay</b>	<b>\$ 1,224,673</b>	<b>\$ 126,282</b>	<b>\$ 126,282</b>
<b>Public Works - Telecommunications</b>			
Computer Equipment Replacement	\$ 9,300	\$ 9,300	\$ 9,300
<b>Total Capital Outlay</b>	<b>\$ 9,300</b>	<b>\$ 9,300</b>	<b>\$ 9,300</b>
<b>Engineering</b>			
Computer Equipment Replacement	\$ 4,850	\$ 4,850	\$ 4,850
<b>Total Capital Outlay</b>	<b>\$ 4,850</b>	<b>\$ 4,850</b>	<b>\$ 4,850</b>
<b>Public Works - Building Maintenance</b>			
Computer Equipment Replacement	\$ 1,800	\$ 1,800	\$ 1,800
<b>Total Capital Outlay</b>	<b>\$ 1,800</b>	<b>\$ 1,800</b>	<b>\$ 1,800</b>
<b>Public Works - Street</b>			
Replace ST19801 w/ like C3500 plus 4x4	\$ 129,147	\$ 129,147	\$ 129,147
Replace TF19804 w/ like C2500	88,407	88,407	88,407
Replace ST39102 w/ like Asphalt Crack Sealer	25,756	25,756	25,756
Replace ST29505 w/ like F800 Dump Truck	146,349	146,349	146,349
Replace ST29802 w/ like F800 Dump Truck	146,349	-	-
<b>Total Capital Outlay</b>	<b>\$ 536,008</b>	<b>\$ 389,659</b>	<b>\$ 389,659</b>

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Public Works - Solid Waste Mgmt</b>			
Replace WM21501 w/ like Automated Sidearm	\$ 257,006	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 257,006</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Public Works - Grounds Maintenance</b>			
Computer Equipment Replacement	\$ 1,400	\$ 1,400	\$ 1,400
Replace GM49905 w/ John Deere 324 Loader	120,627	-	-
Replace GM61001 w/ like JD1565	30,000	30,000	30,000
Replace CP60901 w/ Toro 5040 Ballfield Groomer	20,000	20,000	20,000
Replace GM19713 w/ F350 Ext Cab w/Serv. Body	70,196	70,196	70,196
Replace CP19506 w/ F250 Ext Cab 4x4 Long Bed	33,866	33,866	33,866
Replace GM19711 w/ like F250 Ext Cab w/ Liftgate	40,966	40,966	40,966
Replace GM60005 w/ Kubota UTV	17,500	17,500	17,500
Replace GM39602 w/ 5 Ton Tilt Utility Trailer	5,671	-	-
Replace GM60012 w/ like John Deere 4300	40,400	-	-
Replace GM90801 w/ Pull Behind Straw Blower	33,996	-	-
<b>Total Capital Outlay</b>	<b>\$ 414,622</b>	<b>\$ 213,928</b>	<b>\$ 213,928</b>
<b>Public Works - Fleet</b>			
Computer Equipment Replacement	\$ 4,200	\$ 4,200	\$ 4,200
Replace FM19602 w/ F350 Utility Truck	85,856	-	-
<b>Total Capital Outlay</b>	<b>\$ 90,056</b>	<b>\$ 4,200</b>	<b>\$ 4,200</b>
<b>Parks &amp; Recreation</b>			
Computer Equipment Replacement	\$ 7,400	\$ 7,400	\$ 7,400
Add CPUs for Bell Tower Green	2,400	2,400	2,400
Add Radios for Bell Tower Green	13,800	13,800	13,800
Replace PR10009 w/ like F250	33,976	33,976	33,976
Replace PR19706 w/ F250	33,976	33,976	33,976
ADD 54" Zero Turn Mower w/ Bagger	12,700	12,700	12,700
ADD 54" Zero Turn Mower w/ Bagger	12,700	-	-
ADD Mower Trailer	4,332	4,332	4,332
ADD Compact Tractor	46,400	-	-
ADD UTV	17,000	-	-
ADD UTV Trailer	5,671	-	-
ADD F550 Flat Bed Dump	88,604	88,604	88,604
ADD F250 Pickup Extended Cab	33,976	-	-
<b>Total Capital Outlay</b>	<b>\$ 312,935</b>	<b>\$ 197,188</b>	<b>\$ 197,188</b>
<b>Debt Service</b>			
Principal and Interest	\$ 479,294	\$ 479,294	\$ 479,294
<b>Total Operating</b>	<b>\$ 479,294</b>	<b>\$ 479,294</b>	<b>\$ 479,294</b>





**CITY OF SALISBURY, NORTH CAROLINA**

**WATER AND SEWER FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for the Year Ending June 30, 2020 and  
Actual for the Year Ended June 30, 2019

	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 25,482,355	\$ 26,200,000	\$ 24,601,480
Water and sewer taps	433,548	630,000	380,000
Other operating revenues	1,130,599	930,622	784,238
Total operating revenues	<u>\$ 27,046,502</u>	<u>\$ 27,760,622</u>	<u>\$ 25,765,718</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	\$ 383,412	\$ 345,000	\$ 140,129
State grant	178,590	40,640	110,000
Total nonoperating revenues	<u>\$ 562,002</u>	<u>\$ 385,640</u>	<u>\$ 250,129</u>
Total revenues	<u>\$ 27,608,504</u>	<u>\$ 28,146,262</u>	<u>\$ 26,015,847</u>



**CITY OF SALISBURY**  
**FY 2020-2021 BUDGET SUMMARY**  
**WATER AND SEWER FUND**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>REVENUE</b>	\$ 27,608,505	\$ 29,849,422	\$ 25,729,268	\$ 26,015,847	\$ 26,015,847
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 3,859,352	\$ 4,250,311	\$ 4,391,936	\$ 4,398,700	\$ 4,398,700
OVERTIME SALARIES	\$ 182,981	\$ 174,681	\$ 142,000	\$ 142,000	\$ 142,000
PART TIME SALARIES	\$ 2,288	\$ 1,440	\$ -	\$ -	\$ -
FICA TAX	\$ 292,812	\$ 338,726	\$ 346,647	\$ 347,318	\$ 347,318
RETIREMENT	\$ 314,483	\$ 396,414	\$ 463,368	\$ 464,064	\$ 464,064
401(K) EMPLOYER CONTRIBUTION	\$ 119,935	\$ 131,809	\$ 136,016	\$ 136,225	\$ 136,225
PENSION EXPENSE - LGERS	\$ 100,090	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 786,964	\$ 950,057	\$ 967,945	\$ 911,758	\$ 911,758
LIFE INSURANCE	\$ 22,454	\$ 10,335	\$ 10,831	\$ 10,846	\$ 10,846
EMP SEC INS	\$ 2,541	\$ 29,580	\$ 30,326	\$ 30,367	\$ 30,367
WORKERS COMPENSATION	\$ 200,250	\$ 200,250	\$ 213,600	\$ 216,000	\$ 216,000
<b>Personnel Total</b>	<b>\$ 5,884,149</b>	<b>\$ 6,483,603</b>	<b>\$ 6,702,669</b>	<b>\$ 6,657,278</b>	<b>\$ 6,657,278</b>
<b>Operations</b>					
UNIFORMS	\$ 41,616	\$ 54,820	\$ 58,220	\$ 58,220	\$ 58,220
EXPENDABLE EQUIPMENT	\$ 34,421	\$ 58,850	\$ 58,850	\$ 58,850	\$ 58,850
MATERIALS NEW STREETS	\$ 100,460	\$ 133,000	\$ 133,000	\$ 133,000	\$ 133,000
GAS & OIL	\$ 123,254	\$ 169,421	\$ 172,094	\$ 158,211	\$ 158,211
DEPARTMENT SUPPLIES	\$ 75,992	\$ 84,050	\$ 122,430	\$ 83,550	\$ 83,550
METERS & METER BOXES	\$ 138,339	\$ 181,500	\$ 181,500	\$ 181,500	\$ 181,500
HOSE AND FITTINGS	\$ 137,787	\$ 142,850	\$ 142,850	\$ 142,850	\$ 142,850
CHEMICALS	\$ 556,376	\$ 652,500	\$ 659,750	\$ 632,472	\$ 632,472
LAB SUPPLIES	\$ 50,473	\$ 65,150	\$ 68,600	\$ 68,600	\$ 68,600
TRAVEL	\$ 2,698	\$ 17,602	\$ 17,400	\$ 17,400	\$ 17,400
TELEPHONE	\$ 14,041	\$ 12,495	\$ 12,891	\$ 12,891	\$ 12,891
CELL PHONE STIPEND	\$ -	\$ -	\$ 5,916	\$ 5,916	\$ 5,916
WIRELESS AIR CARDS	\$ 6,541	\$ 7,317	\$ 5,681	\$ 5,681	\$ 5,681
POSTAGE	\$ 86,101	\$ 92,400	\$ 93,500	\$ 93,500	\$ 93,500
ELECTRIC POWER	\$ 1,245,969	\$ 1,375,820	\$ 1,581,374	\$ 1,432,176	\$ 1,432,176
NATURAL GAS	\$ 5,783	\$ 5,888	\$ 7,096	\$ 6,036	\$ 6,036
CITY UTILITIES	\$ 282,971	\$ 314,069	\$ 300,868	\$ 292,295	\$ 292,295
PRINTING	\$ 23,380	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
BUILDINGS & GROUNDS	\$ 32,881	\$ 63,000	\$ 208,650	\$ 19,000	\$ 19,000
B/G CONTRACTED SERVICES	\$ 40,934	\$ 36,640	\$ 36,558	\$ 36,558	\$ 36,558
MAINT EQUIPMENT	\$ 1,079,171	\$ 1,296,829	\$ 3,244,963	\$ 890,163	\$ 890,163
MAINT RADIO	\$ 5,197	\$ 28,560	\$ 28,560	\$ 28,560	\$ 28,560
MAINT CMPT SOFTWARE	\$ 264,433	\$ 258,743	\$ 280,570	\$ 280,570	\$ 280,570
MAINT INSTRUMENTS	\$ 18,605	\$ 10,370	\$ 22,945	\$ 22,945	\$ 22,945
MAINT FIRE HYDRANTS	\$ 26,810	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
MAINT AUTO	\$ 82,566	\$ 74,038	\$ 54,950	\$ 54,950	\$ 54,950
VEHICLE DAMAGE REPAIR	\$ 9,300	\$ 3,129	\$ -	\$ -	\$ -
WATER LINE REPAIRS	\$ 162,456	\$ 1,110,451	\$ 500,000	\$ 400,000	\$ 400,000
SEWER LINE REPAIRS	\$ 74,614	\$ 1,400,000	\$ 1,170,000	\$ 920,000	\$ 920,000
TRAINING	\$ 31,653	\$ 56,795	\$ 54,205	\$ 54,205	\$ 54,205
COPIER CONTRACT EXPENSE	\$ 8,341	\$ 9,900	\$ 10,000	\$ 10,000	\$ 10,000
INSURANCE PREMIUMS	\$ 79,793	\$ 87,273	\$ 83,126	\$ 83,126	\$ 83,126

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
INSURANCE CLAIMS	\$ 11,360	\$ 3,592	\$ -	\$ -	\$ -
DEPRECIATION EXPENSE	\$ 5,400,600	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 37,589	\$ 46,782	\$ 42,992	\$ 42,992	\$ 42,992
FACILITY LICENSE FEES	\$ 10,835	\$ 12,165	\$ 12,165	\$ 12,165	\$ 12,165
COLLECTION EXPENSES	\$ 158,600	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
MISCELLANEOUS EXPENSE	\$ 21,575	\$ 25,140	\$ 24,640	\$ 24,640	\$ 24,640
SPECIAL PROJECTS	\$ 25,000	\$ 460,000	\$ 50,000	\$ -	\$ -
CONTRACTED SERVICES	\$ 897,487	\$ 1,180,853	\$ 1,231,190	\$ 1,126,390	\$ 1,126,390
EMPLOYEE ASSISTANCE PROGRAM	\$ 1,565	\$ 1,612	\$ 1,612	\$ 1,612	\$ 1,612
RETIREE HEALTH INSURANCE	\$ 310,831	\$ 91,492	\$ 89,662	\$ 84,606	\$ 84,606
SWAY	\$ -	\$ 2,012	\$ 5,000	\$ 5,000	\$ 5,000
PROFESSIONAL SERVICES	\$ 1,345,593	\$ 914,886	\$ 970,000	\$ 969,000	\$ 969,000
CLIENT COMMUNITY - CHINA GROVE	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - GRANITE QUARRY	\$ 132,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - ROCKWELL	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - SPENCER	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
BOND PRINCIPAL	\$ -	\$ 2,107,252	\$ 2,188,586	\$ 2,612,586	\$ 2,612,586
STATE LOANS-CWB PRINCIPAL	\$ -	\$ 610,000	\$ -	\$ -	\$ -
BOND INTEREST EXPENSE	\$ 817,444	\$ 753,828	\$ 674,721	\$ 1,804,975	\$ 1,804,975
STATE LOANS-CWB INTEREST	\$ 29,069	\$ 15,860	\$ -	\$ -	\$ -
LEASE PURCHASE PRINCIPAL	\$ -	\$ 129,240	\$ 129,240	\$ 129,240	\$ 129,240
LEASE PURCHASE INTEREST EXP	\$ 11,311	\$ 10,298	\$ 7,897	\$ 7,897	\$ 7,897
DEBT PRINCIPAL PYMTS ON BEHALF	\$ -	\$ 239,490	\$ 219,490	\$ 219,490	\$ 219,490
DEBT INTEREST PYMTS ON BEHALF	\$ 40,972	\$ 34,104	\$ 27,312	\$ 27,312	\$ 27,312
TRANSFER - CAP RESERVE FUND	\$ 480,083	\$ 414,992	\$ 509,212	\$ 509,212	\$ 509,212
TRANSFER - CAPITAL PROJECT FUND	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,380,000	\$ 1,380,000
CHARGES-GENERAL FUND	\$ 3,230,220	\$ 3,230,233	\$ 3,219,227	\$ 3,519,227	\$ 3,519,227
<b>Operations Total</b>	<b>\$ 17,805,093</b>	<b>\$ 19,986,291</b>	<b>\$ 20,618,493</b>	<b>\$ 19,058,569</b>	<b>\$ 19,058,569</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 121,618	\$ 2,947,528	\$ -	\$ -	\$ -
C O ROOF / HVAC	\$ -	\$ 132,000	\$ -	\$ -	\$ -
LAND ACQUISITION	\$ -	\$ -	\$ 200,000	\$ -	\$ -
WATER LINE EXTENSION	\$ 53,208	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
SEWER LINE EXTENSION	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
<b>Capital Total</b>	<b>\$ 174,826</b>	<b>\$ 3,379,528</b>	<b>\$ 500,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
<b>Grand Total</b>	<b>\$ 23,864,069</b>	<b>\$ 29,849,422</b>	<b>\$ 27,821,162</b>	<b>\$ 26,015,847</b>	<b>\$ 26,015,847</b>

**STATEMENT OF PURPOSE**

To serve as the central management and administration source and engineering support for activities, operations, and projects related to Salisbury-Rowan Utilities (SRU).

**DIVISIONAL PERFORMANCE GOALS**

1. Continue efforts toward rate stabilization and overall fiscal stability.
2. Implement procedures to enable an annual water audit.
3. Provide timely stakeholder communications and public education.
4. Protect and defend Salisbury and Rowan County's water rights and supply.
5. Continue to participate in High Rock Lake Nutrient Management Strategy process.
6. Assist in cooperative effort with the County to extend water and sewer to growth corridors.
7. Pursue appropriate expansion of SRU system.
8. Complete an update of the Vulnerability Assessment.
9. Manage and fund a sustainable capital improvement program (CIP).

**PERFORMANCE MEASURES**

	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Projected</b>	<b>Goal</b>
<b>Administrative Workload</b>				
FTEs	89	89	90	N/A
Total Estimated Population Receiving Water Service (countywide)	51,745	52,000	52,200	N/A
Total Estimated Population Receiving Sewer Service (countywide)	53,314	53,500	53,700	N/A
Land Area Spanned for Water Service (square miles)	48.9	49.0	49.1	N/A
Land Area Spanned for Sewer Service (square miles)	45.6	45.7	45.8	N/A
Number of Water Connections	21,093	21,200	21,300	N/A
Number of Sewer Connections	17,988	18,100	18,200	N/A
Residential Water Rate (per 1 CCF) *	\$3.89	\$3.99	\$4.04	N/A
Residential Sewer Rate (per 1 CCF)	\$5.25	\$5.31	\$5.45	N/A
<b>Administrative Efficiency</b>				
Employee Turnover Rate	16.6%	9.5%	8.0%	N/A
FTEs Per Square Mile Served	1.82	1.82	1.83	N/A
Average Residential Utility Bill as % of Median Household Income	2.18%	2.22%	2.25%	N/A
<b>Administrative Effectiveness</b>				
Average Years of Experience	11.1	10.9	11.0	N/A
Service Density (Population Served per Square Mile) - Water	1,058	1,061	1,063	N/A
Service Density (Population Served per Square Mile) - Sewer	1,169	1,171	1,172	N/A
Average Residential Rate Increase (% over prior year)	2.15%	1.60%	1.83%	N/A

\* 1 CCF = 100 cubic feet of water

### BUDGET REQUEST

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 670,496	\$ 724,714	\$ 799,019	\$ 866,543	\$ 866,543
OVERTIME SALARIES	\$ 1,412	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
PART TIME SALARIES	\$ 2,288	\$ 1,440	\$ -	\$ -	\$ -
FICA TAX	\$ 49,685	\$ 55,506	\$ 61,040	\$ 66,363	\$ 66,363
RETIREMENT	\$ 52,090	\$ 65,459	\$ 81,813	\$ 88,713	\$ 88,713
401(K) EMPLOYER CONTRIBUTION	\$ 19,877	\$ 21,764	\$ 24,016	\$ 26,042	\$ 26,042
PENSION EXPENSE - LGERS	\$ 100,090	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 91,831	\$ 119,557	\$ 120,809	\$ 121,657	\$ 121,657
LIFE INSURANCE	\$ 15,686	\$ 1,617	\$ 1,980	\$ 2,147	\$ 2,147
EMP SEC INS	\$ 422	\$ 5,313	\$ 5,544	\$ 6,010	\$ 6,010
WORKERS COMPENSATION	\$ 22,500	\$ 24,750	\$ 26,400	\$ 28,800	\$ 28,800
<b>Personnel Total</b>	<b>\$ 1,026,377</b>	<b>\$ 1,021,620</b>	<b>\$ 1,122,121</b>	<b>\$ 1,207,775</b>	<b>\$ 1,207,775</b>
<b>Operations</b>					
UNIFORMS	\$ 2,606	\$ 3,450	\$ 3,450	\$ 3,450	\$ 3,450
GAS & OIL	\$ 3,782	\$ 5,212	\$ 5,699	\$ 5,586	\$ 5,586
DEPARTMENT SUPPLIES	\$ 8,418	\$ 8,400	\$ 5,850	\$ 5,850	\$ 5,850
TRAVEL	\$ 1,979	\$ 4,800	\$ 3,500	\$ 3,500	\$ 3,500
TELEPHONE	\$ 1,019	\$ 7,383	\$ 7,383	\$ 7,383	\$ 7,383
CELL PHONE STIPEND	\$ -	\$ -	\$ 3,792	\$ 3,792	\$ 3,792
WIRELESS AIR CARDS	\$ 912	\$ 913	\$ 913	\$ 913	\$ 913
POSTAGE	\$ 83,601	\$ 84,800	\$ 86,000	\$ 86,000	\$ 86,000
ELECTRIC POWER	\$ 8,947	\$ 9,121	\$ 10,854	\$ 9,817	\$ 9,817
NATURAL GAS	\$ 342	\$ 437	\$ 378	\$ 323	\$ 323
CITY UTILITIES	\$ 2,254	\$ 1,662	\$ 3,455	\$ 3,448	\$ 3,448
PRINTING	\$ 23,380	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000
BUILDINGS & GROUNDS	\$ 13,328	\$ 15,000	\$ 16,000	\$ 15,000	\$ 15,000
B/G CONTRACTED SERVICES	\$ 7,819	\$ 7,721	\$ 7,414	\$ 7,414	\$ 7,414
MAINT EQUIPMENT	\$ 486	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
MAINT RADIO	\$ -	\$ 600	\$ 600	\$ 600	\$ 600
MAINT CMPT SOFTWARE	\$ 11,889	\$ 7,180	\$ 9,090	\$ 9,090	\$ 9,090
MAINT AUTO	\$ 4,580	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
VEHICLE DAMAGE REPAIR	\$ -	\$ 923	\$ -	\$ -	\$ -
TRAINING	\$ 8,592	\$ 11,400	\$ 7,000	\$ 7,000	\$ 7,000
COPIER CONTRACT EXPENSE	\$ 2,338	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
INSURANCE PREMIUMS	\$ 2,952	\$ 3,163	\$ 3,043	\$ 3,043	\$ 3,043
INSURANCE CLAIMS	\$ -	\$ 2,589	\$ -	\$ -	\$ -
DEPRECIATION EXPENSE	\$ 5,400,600	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 31,885	\$ 38,032	\$ 34,057	\$ 34,057	\$ 34,057
COLLECTION EXPENSES	\$ 158,600	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
MISCELLANEOUS EXPENSE	\$ 7,117	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
SPECIAL PROJECTS	\$ 25,000	\$ 460,000	\$ 50,000	\$ -	\$ -
EMPLOYEE ASSISTANCE PROGRAM	\$ 1,565	\$ 1,612	\$ 1,612	\$ 1,612	\$ 1,612
RETIREE HEALTH INSURANCE	\$ 310,831	\$ 91,492	\$ 89,662	\$ 84,606	\$ 84,606
SWAY	\$ -	\$ 2,012	\$ 5,000	\$ 5,000	\$ 5,000
PROFESSIONAL SERVICES	\$ 1,345,593	\$ 914,886	\$ 970,000	\$ 969,000	\$ 969,000
CLIENT COMMUNITY - CHINA GROVE	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - GRANITE QUARRY	\$ 132,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - ROCKWELL	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CLIENT COMMUNITY - SPENCER	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
TRANSFER - CAP RESERVE FUND	\$ 23,395	\$ 22,195	\$ 16,166	\$ 16,166	\$ 16,166
CHARGES-GENERAL FUND	\$ 3,230,220	\$ 3,230,233	\$ 3,219,227	\$ 3,519,227	\$ 3,519,227
<b>Operations Total</b>	<b>\$ 10,856,031</b>	<b>\$ 5,324,716</b>	<b>\$ 4,949,645</b>	<b>\$ 5,191,377</b>	<b>\$ 5,191,377</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Capital</b>					
C O ROOF / HVAC	\$ -	\$ 132,000	\$ -	\$ -	\$ -
LAND ACQUISITION	\$ -	\$ -	\$ 200,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ 132,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 11,882,408</b>	<b>\$ 6,478,336</b>	<b>\$ 6,271,766</b>	<b>\$ 6,399,152</b>	<b>\$ 6,399,152</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Utilities Director	1	1	1	1	1
Administrative Services Manager	1	1	1	1	1
Environmental Education Specialist	1	1	1	1	1
Senior Office Assistant	1	1	1	1	1
Maintenance Technician <sup>2</sup>	1	1	0	0	0
Maintenance Worker I/II/III <sup>2</sup>	0	0	1	1	1
Utilities Engineering Manager <sup>3</sup>	1	1	0	0	0
Assistant Utilities Director <sup>3</sup>	0	0	1	1	1
Engineering Technician I/II/III	1	1	1	1	1
Utilities Construction Inspector	1	1	1	1	1
Senior Engineer	1	1	1	1	1
Systems Analyst	1	1	1	1	1
GIS Manager <sup>4</sup>	0	0	0	1	1
Plants Operation Manager <sup>1</sup>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>12</b>

<sup>1</sup>Position moved from (817-100)

<sup>2</sup>Position reclassified

<sup>3</sup>Position reclassified

<sup>4</sup>Position moved from General Fund (555)

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Utilities Administration</b>			
Town Creek WWTP access road	\$ 200,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>

### STATEMENT OF PURPOSE

To provide the customers of Salisbury-Rowan Utilities with a sufficient supply of high quality potable water that meets all regulation standards for purity, taste, appearance, and flow adequacy at a reasonable cost to the consumer.

### DIVISIONAL PERFORMANCE GOALS

1. Continue to exceed State and Federal drinking water standards.
2. Implement procedures to enable an annual water audit.
3. Provide opportunities for staff training and development.
4. Operate newly constructed sedimentation basin bypass.
5. Bridge water distribution and water treatment through strategic position and job function changes.
6. Start construction and operate newly rehabbed filters and dewatering facility.
7. Continue to use and start to evaluate data from asset management system (Asset Essentials).

### PERFORMANCE MEASURES

	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Projected</b>	<b>Goal</b>
<b>Water Treatment Workload</b>				
Number of Water Treatment FTEs	9.5	10.5	10.5	N/A
Millions of Gallons Potable Water Produced	3,309	3,500	3,550	N/A
Number of Water Quality Complaints	48	55	60	N/A
Number of Water Analyses Performed	96,222	97,000	97,000	N/A
<b>Water Treatment Efficiency</b>				
Cost Per Million Gallons of Potable Water Produced	\$569	\$507	\$525	N/A
<b>Water Treatment Effectiveness</b>				
Average Water Plant Operational Capacity	36.3%	38.4%	38.9%	N/A
Average Daily Potable Water Turbidity (NTU)	0.05	0.05	0.05	0.05

### BUDGET REQUEST

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 413,364	\$ 419,414	\$ 431,138	\$ 424,011	\$ 424,011
OVERTIME SALARIES	\$ 45,811	\$ 52,500	\$ 20,000	\$ 20,000	\$ 20,000
FICA TAX	\$ 32,483	\$ 36,387	\$ 34,513	\$ 33,967	\$ 33,967
RETIREMENT	\$ 35,796	\$ 39,730	\$ 46,106	\$ 45,380	\$ 45,380
401(K) EMPLOYER CONTRIBUTION	\$ 13,664	\$ 13,232	\$ 13,535	\$ 13,320	\$ 13,320
HEALTH CARE	\$ 87,504	\$ 108,046	\$ 100,370	\$ 93,372	\$ 93,372
LIFE INSURANCE	\$ 906	\$ 1,035	\$ 1,063	\$ 1,044	\$ 1,044
EMP SEC INS	\$ 282	\$ 2,786	\$ 2,972	\$ 2,924	\$ 2,924
WORKERS COMPENSATION	\$ 20,250	\$ 20,250	\$ 21,600	\$ 21,600	\$ 21,600
<b>Personnel Total</b>	<b>\$ 650,061</b>	<b>\$ 693,380</b>	<b>\$ 671,297</b>	<b>\$ 655,618</b>	<b>\$ 655,618</b>

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 3,122	\$ 4,400	\$ 5,850	\$ 5,850	\$ 5,850
EXPENDABLE EQUIPMENT	\$ 837	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
GAS & OIL	\$ 7,533	\$ 8,740	\$ 12,114	\$ 10,729	\$ 10,729
DEPARTMENT SUPPLIES	\$ 1,945	\$ 5,400	\$ 24,450	\$ 8,100	\$ 8,100
CHEMICALS	\$ 295,610	\$ 328,000	\$ 334,000	\$ 306,722	\$ 306,722
LAB SUPPLIES	\$ 36,850	\$ 40,000	\$ 39,500	\$ 39,500	\$ 39,500
TRAVEL	\$ 490	\$ 252	\$ -	\$ -	\$ -
TELEPHONE	\$ 1,270	\$ 624	\$ 648	\$ 648	\$ 648
CELL PHONE STIPEND	\$ -	\$ -	\$ 300	\$ 300	\$ 300
POSTAGE	\$ 1,280	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
ELECTRIC POWER	\$ 469,082	\$ 518,850	\$ 623,327	\$ 564,866	\$ 564,866
NATURAL GAS	\$ 4,106	\$ 3,981	\$ 4,754	\$ 4,042	\$ 4,042
CITY UTILITIES	\$ 11,010	\$ 11,382	\$ 17,138	\$ 16,984	\$ 16,984
BUILDINGS & GROUNDS	\$ 7,922	\$ 2,500	\$ 26,000	\$ -	\$ -
B/G CONTRACTED SERVICES	\$ 4,047	\$ 3,888	\$ 3,924	\$ 3,924	\$ 3,924
MAINT EQUIPMENT	\$ 345,902	\$ 528,389	\$ 519,300	\$ 165,000	\$ 165,000
MAINT RADIO	\$ -	\$ 5,140	\$ 5,140	\$ 5,140	\$ 5,140
MAINT AUTO	\$ 11,083	\$ 5,500	\$ 1,200	\$ 1,200	\$ 1,200
VEHICLE DAMAGE REPAIR	\$ -	\$ 827	\$ -	\$ -	\$ -
TRAINING	\$ 819	\$ 6,500	\$ 6,000	\$ 6,000	\$ 6,000
COPIER CONTRACT EXPENSE	\$ 970	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 23,067	\$ 25,374	\$ 24,436	\$ 24,436	\$ 24,436
DUES & SUBSCRIPTIONS	\$ 770	\$ 800	\$ 800	\$ 800	\$ 800
FACILITY LICENSE FEES	\$ 4,635	\$ 5,505	\$ 5,505	\$ 5,505	\$ 5,505
MISCELLANEOUS EXPENSE	\$ 643	\$ 540	\$ 540	\$ 540	\$ 540
CONTRACTED SERVICES	\$ 294,662	\$ 398,600	\$ 396,700	\$ 316,700	\$ 316,700
TRANSFER - CAP RESERVE FUND	\$ 49,747	\$ 41,247	\$ 58,387	\$ 58,387	\$ 58,387
<b>Operations Total</b>	<b>\$ 1,577,402</b>	<b>\$ 1,954,939</b>	<b>\$ 2,118,513</b>	<b>\$ 1,553,873</b>	<b>\$ 1,553,873</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 112,471	\$ 848,000	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 112,471</b>	<b>\$ 848,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 2,339,934</b>	<b>\$ 3,496,319</b>	<b>\$ 2,789,810</b>	<b>\$ 2,209,491</b>	<b>\$ 2,209,491</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Water Treatment Plant (811)</b>					
Plant Operations Manager	1	1	0	0	0
Plant Operations Supervisor	0	0	1	1	1
Water Treatment Plant Operator I/II/Sr.	6	5	6	6	6
Maintenance Technician/Sr.	1	1	1	1	1
Chemist	1	0	0	0	0
Water Quality Technician	0	0	1	1	1
Distribution System Technician	0	2	0	0	0
<b>TOTAL<sup>1</sup></b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

<sup>1</sup>Positions reclassified



**STATEMENT OF PURPOSE**

To provide Salisbury-Rowan Utilities with an effective, efficient system for the distribution of potable water and the collection of wastewater through an equally effective, efficient sewer system.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to increase inflow and infiltration reduction efforts by repairing and/or replacing identified wastewater lines.
2. Continue to implement preventative maintenance program and recommend rehab projects to be included in the CIP.
3. Implement a comprehensive work order system to include inventory, maintenance record keeping, and system improvements with full integration with the current GIS framework.
4. Provide opportunities for staff training and development.
5. Update and/or replace fire hydrants, valves, and meter installations that are unserviceable.
6. Provide a quick turnaround on installation of new water and sewer taps.

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Distribution &amp; Collection Workload</b>				
Inch Miles of Distribution Line Maintained	3,978	3,992	4,020	N/A
Inch Miles of Collection Line Maintained	4,445	4,463	4,480	N/A
Number of Pump Stations Maintained	8	8	8	N/A
Number of Lift Stations Maintained	34	34	34	N/A
Total Water, Sewer & Irrigation Taps Installed by SRU	146	150	150	N/A
Distribution Line Failures	105	120	120	N/A
Collection Line Failures	21	25	25	N/A
Reported Complaints	239	250	250	N/A
<b>Distribution &amp; Collection Efficiency</b>				
Cost Per Inch Mile of Distribution Line Maintained	\$501	\$554	\$550	N/A
Cost Per Inch Mile of Collection Line Maintained	\$378	\$494	\$500	N/A
<b>Distribution &amp; Collection Effectiveness</b>				
Failures Per Inch Mile of Distribution Line Maintained	0.026	0.030	0.030	N/A
Incidents Per Inch Mile of Collection Line Maintained	0.005	0.006	0.006	N/A

### BUDGET REQUEST

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 1,061,530	\$ 1,290,217	\$ 1,295,557	\$ 1,273,678	\$ 1,273,678
OVERTIME SALARIES	\$ 29,715	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000
FICA TAX	\$ 78,784	\$ 102,654	\$ 103,089	\$ 101,412	\$ 101,412
RETIREMENT	\$ 84,984	\$ 121,042	\$ 137,719	\$ 135,484	\$ 135,484
401(K) EMPLOYER CONTRIBUTION	\$ 32,393	\$ 40,256	\$ 40,426	\$ 39,773	\$ 39,773
HEALTH CARE	\$ 251,632	\$ 325,831	\$ 330,509	\$ 308,783	\$ 308,783
LIFE INSURANCE	\$ 2,276	\$ 3,176	\$ 3,187	\$ 3,133	\$ 3,133
EMP SEC INS	\$ 719	\$ 8,896	\$ 8,927	\$ 8,776	\$ 8,776
WORKERS COMPENSATION	\$ 67,500	\$ 69,750	\$ 74,400	\$ 74,400	\$ 74,400
<b>Personnel Total</b>	<b>\$ 1,609,533</b>	<b>\$ 2,013,822</b>	<b>\$ 2,045,814</b>	<b>\$ 1,997,439</b>	<b>\$ 1,997,439</b>
<b>Operations</b>					
UNIFORMS	\$ 20,171	\$ 25,540	\$ 25,540	\$ 25,540	\$ 25,540
EXPENDABLE EQUIPMENT	\$ 24,828	\$ 39,850	\$ 39,850	\$ 39,850	\$ 39,850
MATERIALS NEW STREETS	\$ 100,460	\$ 133,000	\$ 133,000	\$ 133,000	\$ 133,000
GAS & OIL	\$ 53,038	\$ 87,671	\$ 70,260	\$ 66,415	\$ 66,415
DEPARTMENT SUPPLIES	\$ 24,977	\$ 22,750	\$ 22,750	\$ 22,750	\$ 22,750
METERS & METER BOXES	\$ 134,020	\$ 176,500	\$ 176,500	\$ 176,500	\$ 176,500
HOSE AND FITTINGS	\$ 137,787	\$ 142,750	\$ 142,750	\$ 142,750	\$ 142,750
TRAVEL	\$ 230	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
TELEPHONE	\$ 3,314	\$ 1,728	\$ 1,944	\$ 1,944	\$ 1,944
CELL PHONE STIPEND	\$ -	\$ -	\$ 300	\$ 300	\$ 300
WIRELESS AIR CARDS	\$ 722	\$ 928	\$ 928	\$ 928	\$ 928
POSTAGE	\$ 186	\$ 250	\$ 250	\$ 250	\$ 250
ELECTRIC POWER	\$ 10,509	\$ 11,052	\$ 12,864	\$ 11,681	\$ 11,681
NATURAL GAS	\$ 1,336	\$ 1,470	\$ 1,964	\$ 1,671	\$ 1,671
CITY UTILITIES	\$ 7,598	\$ 7,614	\$ 7,969	\$ 7,869	\$ 7,869
BUILDINGS & GROUNDS	\$ 1,491	\$ 4,000	\$ 51,800	\$ 4,000	\$ 4,000
B/G CONTRACTED SERVICES	\$ 9,283	\$ 8,399	\$ 8,442	\$ 8,442	\$ 8,442
MAINT EQUIPMENT	\$ 55,616	\$ 78,400	\$ 67,400	\$ 67,400	\$ 67,400
MAINT RADIO	\$ 528	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
MAINT CMPT SOFTWARE	\$ 7,900	\$ 10,400	\$ 16,200	\$ 16,200	\$ 16,200
MAINT FIRE HYDRANTS	\$ 26,810	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
MAINT AUTO	\$ 42,342	\$ 49,800	\$ 41,800	\$ 41,800	\$ 41,800
VEHICLE DAMAGE REPAIR	\$ 743	\$ 1,214	\$ -	\$ -	\$ -
WATER LINE REPAIRS	\$ 162,456	\$ 1,110,451	\$ 500,000	\$ 400,000	\$ 400,000
SEWER LINE REPAIRS	\$ 74,614	\$ 1,400,000	\$ 1,170,000	\$ 920,000	\$ 920,000
TRAINING	\$ 6,863	\$ 10,540	\$ 10,540	\$ 10,540	\$ 10,540
COPIER CONTRACT EXPENSE	\$ 3,491	\$ 3,000	\$ 3,500	\$ 3,500	\$ 3,500
INSURANCE PREMIUMS	\$ 10,221	\$ 11,704	\$ 11,280	\$ 11,280	\$ 11,280
INSURANCE CLAIMS	\$ 9,725	\$ 1,003	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 2,884	\$ 3,210	\$ 3,210	\$ 3,210	\$ 3,210
MISCELLANEOUS EXPENSE	\$ 5,790	\$ 11,500	\$ 11,500	\$ 11,500	\$ 11,500
CONTRACTED SERVICES	\$ 359,843	\$ 524,069	\$ 560,985	\$ 540,985	\$ 540,985
TRANSFER - CAP RESERVE FUND	\$ 191,941	\$ 137,983	\$ 193,071	\$ 193,071	\$ 193,071
TRANSFER - CAPITAL PROJECT FUND	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,380,000	\$ 1,380,000
<b>Operations Total</b>	<b>\$ 1,491,718</b>	<b>\$ 5,552,776</b>	<b>\$ 4,822,597</b>	<b>\$ 4,279,376</b>	<b>\$ 4,279,376</b>
<b>Capital</b>					
WATER LINE EXTENSION	\$ 53,208	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
SEWER LINE EXTENSION	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
<b>Capital Total</b>	<b>\$ 53,208</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
<b>Grand Total</b>	<b>\$ 3,154,459</b>	<b>\$ 7,866,598</b>	<b>\$ 7,168,411</b>	<b>\$ 6,576,815</b>	<b>\$ 6,576,815</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Administration (100)</b>					
Utilities Systems Manager	1	1	1	1	1
Assistant Systems Manager <sup>4</sup>	1	1	0	0	0
Warehouse Technician <sup>4</sup>	0	0	1	1	1
Senior Office Assistant	1	1	1	1	1
<b>Distribution Maint. &amp; Const. (850)</b>					
Assistant Systems Manager <sup>5</sup>	1	1	0	0	0
Service Distribution Manager <sup>5</sup>	0	0	1	1	1
Maintenance Supervisor	2	2	2	2	2
Maintenance Worker I/II/III/Sr.	5	5	5	5	5
Utilities Locator	1	1	1	1	1
Backflow Coordinator <sup>1</sup>	0	1	1	1	1
<b>Preventive Maintenance (854)</b>					
Maintenance Supervisor <sup>2</sup>	1	0	0	0	0
Preventive Maintenance Manager	1	1	1	1	1
Maintenance Worker I/II/III/Sr. <sup>2</sup>	7	8	8	8	8
<b>Asphalt Maintenance (858)</b>					
Crew Leader	1	1	1	1	1
Equipment Operator <sup>3</sup>	2	0	0	0	0
Maintenance Worker I/II/III/Sr. <sup>3</sup>	1	3	3	3	3
<b>Utilities Construction (859)</b>					
Construction Foreman	1	1	1	1	1
Maintenance Worker	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
<b>TOTAL</b>	<b>30</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>31</b>

<sup>1</sup>Position moved from (819-855)

<sup>2</sup>Position reclassified

<sup>3</sup>Position reclassified

<sup>4</sup>Position reclassified

<sup>5</sup>Position reclassified

### CAPITAL OUTLAY

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>W/S Maint/Construction-Utility (859)</b>			
Sewer line extension Salisbury/Rowan County	\$ 150,000	\$ 150,000	\$ 150,000
Water line extension Salisbury/Rowan County	150,000	150,000	150,000
<b>Total Capital Outlay</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>

**STATEMENT OF PURPOSE**

To operate the Salisbury-Rowan Utilities water and wastewater laboratories, effectively implement the City's industrial pretreatment and Fats, Oils, and Grease (FOG) programs, manage the general stormwater permits for the wastewater treatment plants, and provide technical support to the utility ensuring regulatory compliance.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue implementation of the Pretreatment and Fats, Oils and Grease (FOG) programs.
2. Increase FOG public education efforts through brochures, newsletter, tours, and presentations.
3. Ensure quality and compliance with Water and Wastewater Laboratories state and federal requirements.
4. Provide opportunities for staff training and development.

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Environmental Services Workload</b>				
Lab-Number of tests that wastewater lab is certified to perform	11	11	12	12
Lab-Number of Wastewater Analyses Performed-Estimate	5,700	5,700	5,800	N/A
Pretreatment - Number of Permitted Industries (SIUs and Locals)	10	10	10	N/A
PT- Number of Inspections completed	11	10	10	N/A
PT- Surcharge	\$258,301	\$200,000	\$200,000	N/A
PT-Number of NOV's issued	8	7	7	N/A
PT- Amount of Penalties issued	\$8,001.96	\$500	\$500	N/A
FOG - Number of regulated Food Service Establishments (FSEs)	325	330	320	N/A
FOG- Number of Inspections completed	444	450	420	N/A
FOG- Number of NOV's issued	11	7	7	N/A
FOG- Amount of penalties issued	\$2,173.64	\$250	\$250	N/A

**BUDGET REQUEST**

	<b>Actual</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Mgr Recommends</b>	<b>Adopted</b>
	<b>FY18-19</b>	<b>FY19-20</b>	<b>FY20-21</b>	<b>FY20-21</b>	<b>FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 388,749	\$ 366,601	\$ 376,781	\$ 370,003	\$ 370,003
OVERTIME SALARIES	\$ 126	\$ 500	\$ 500	\$ 500	\$ 500
FICA TAX	\$ 28,799	\$ 28,081	\$ 28,863	\$ 28,343	\$ 28,343
RETIREMENT	\$ 30,263	\$ 33,111	\$ 38,557	\$ 37,867	\$ 37,867
401(K) EMPLOYER CONTRIBUTION	\$ 11,547	\$ 11,014	\$ 11,317	\$ 11,116	\$ 11,116
HEALTH CARE	\$ 64,376	\$ 74,596	\$ 76,431	\$ 71,238	\$ 71,238
LIFE INSURANCE	\$ 817	\$ 908	\$ 934	\$ 915	\$ 915
EMP SEC INS	\$ 240	\$ 2,544	\$ 2,611	\$ 2,563	\$ 2,563
WORKERS COMPENSATION	\$ 15,750	\$ 15,750	\$ 16,800	\$ 16,800	\$ 16,800
<b>Personnel Total</b>	<b>\$ 540,666</b>	<b>\$ 533,105</b>	<b>\$ 552,794</b>	<b>\$ 539,345</b>	<b>\$ 539,345</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 2,005	\$ 2,800	\$ 2,800	\$ 2,800	\$ 2,800
GAS & OIL	\$ 1,551	\$ 1,855	\$ 2,430	\$ 2,109	\$ 2,109
DEPARTMENT SUPPLIES	\$ 9,997	\$ 17,000	\$ 8,250	\$ 8,250	\$ 8,250
LAB SUPPLIES	\$ 13,623	\$ 25,150	\$ 29,100	\$ 29,100	\$ 29,100
TRAVEL	\$ -	\$ 2,200	\$ 3,300	\$ 3,300	\$ 3,300
TELEPHONE	\$ 374	\$ 216	\$ 324	\$ 324	\$ 324
WIRELESS AIR CARDS	\$ 1,648	\$ 960	\$ 960	\$ 960	\$ 960
POSTAGE	\$ 846	\$ 750	\$ 750	\$ 750	\$ 750
MAINT INSTRUMENTS	\$ 2,006	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
MAINT AUTO	\$ 242	\$ 700	\$ 700	\$ 700	\$ 700
TRAINING	\$ 1,528	\$ 4,355	\$ 4,565	\$ 4,565	\$ 4,565
INSURANCE PREMIUMS	\$ 417	\$ 458	\$ 437	\$ 437	\$ 437
DUES & SUBSCRIPTIONS	\$ 390	\$ 540	\$ 610	\$ 610	\$ 610
FACILITY LICENSE FEES	\$ 1,350	\$ 1,750	\$ 1,750	\$ 1,750	\$ 1,750
MISCELLANEOUS EXPENSE	\$ 405	\$ 2,300	\$ 2,300	\$ 2,300	\$ 2,300
CONTRACTED SERVICES	\$ 20,021	\$ 26,360	\$ 35,010	\$ 35,010	\$ 35,010
TRANSFER - CAP RESERVE FUND	\$ 4,600	\$ 2,100	\$ 1,050	\$ 1,050	\$ 1,050
<b>Operations Total</b>	<b>\$ 61,004</b>	<b>\$ 93,494</b>	<b>\$ 98,336</b>	<b>\$ 98,015</b>	<b>\$ 98,015</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 9,147	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 9,147</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 610,817</b>	<b>\$ 626,599</b>	<b>\$ 651,130</b>	<b>\$ 637,360</b>	<b>\$ 637,360</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Environmental Services Manager	1	1	1	1	1
Laboratory Services Supervisor	1	1	1	1	1
Laboratory Analyst <sup>1</sup>	1	2	2	2	2
Chemist <sup>1</sup>	1	0	0	0	0
FOG Program Coordinator	1	1	1	1	1
Regulatory Compliance Technician	1	1	1	1	1
Pretreatment Coordinator	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup>Position reclassified

**STATEMENT OF PURPOSE**

To provide Salisbury-Rowan Utilities with a system capable of treating domestic and industrial wastewater generated by its customers using methods that satisfy all regulatory standards and requirements.

**DIVISIONAL PERFORMANCE GOALS**

1. Improve recruitment and retention efforts and provide opportunities for staff training and development.
2. Break ground for treatment plant improvements, specifically preliminary treatment, RAS and WAS pumping and flow equalization.
3. Continue to update existing lift stations and eliminate stations where feasible.
4. Continue to use and start to evaluate data from asset management system (Asset Essentials).

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b><u>Actual</u></b>	<b><u>Estimate</u></b>	<b><u>Projected</u></b>	<b><u>Goal</u></b>
<b>Wastewater Treatment Workload</b>				
Number of Wastewater Treatment FTEs	31	30	30	N/A
Millions of Gallons Wastewater Treated	3,939	2,650	2,700	N/A
Tons of Dry Bio-Solids Land-Applied	1,914	1,303	1,300	N/A
<b>Wastewater Treatment Efficiency</b>				
Cost Per Million Gallons of Wastewater Treated	\$822	\$1,374	\$1,400	N/A
<b>Wastewater Treatment Effectiveness</b>				
Average Wastewater Plant Operational Capacity	86%	58%	59%	N/A
Average Daily Wastewater Effluent Turbidity	14.3	15.0	15.0	12.0
Gallons of Wastewater Returned Per Potable Gallons	1.2	0.8	0.8	N/A



### BUDGET REQUEST

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 1,040,782	\$ 1,170,720	\$ 1,201,988	\$ 1,182,137	\$ 1,182,137
OVERTIME SALARIES	\$ 96,948	\$ 58,181	\$ 58,000	\$ 58,000	\$ 58,000
FICA TAX	\$ 82,607	\$ 94,016	\$ 96,387	\$ 94,870	\$ 94,870
RETIREMENT	\$ 88,500	\$ 111,036	\$ 128,771	\$ 126,744	\$ 126,744
401(K) EMPLOYER CONTRIBUTION	\$ 33,739	\$ 36,883	\$ 37,798	\$ 37,204	\$ 37,204
HEALTH CARE	\$ 216,205	\$ 249,236	\$ 263,395	\$ 245,470	\$ 245,470
LIFE INSURANCE	\$ 2,177	\$ 2,916	\$ 2,961	\$ 2,914	\$ 2,914
EMP SEC INS	\$ 684	\$ 8,127	\$ 8,296	\$ 8,156	\$ 8,156
WORKERS COMPENSATION	\$ 56,250	\$ 54,000	\$ 57,600	\$ 57,600	\$ 57,600
<b>Personnel Total</b>	<b>\$ 1,617,892</b>	<b>\$ 1,785,115</b>	<b>\$ 1,855,196</b>	<b>\$ 1,813,095</b>	<b>\$ 1,813,095</b>
<b>Operations</b>					
UNIFORMS	\$ 11,060	\$ 14,750	\$ 16,700	\$ 16,700	\$ 16,700
EXPENDABLE EQUIPMENT	\$ 8,756	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
GAS & OIL	\$ 45,572	\$ 52,305	\$ 65,737	\$ 59,655	\$ 59,655
DEPARTMENT SUPPLIES	\$ 28,812	\$ 28,000	\$ 58,630	\$ 36,100	\$ 36,100
CHEMICALS	\$ 260,766	\$ 324,500	\$ 325,750	\$ 325,750	\$ 325,750
TRAVEL	\$ -	\$ 1,250	\$ 1,500	\$ 1,500	\$ 1,500
TELEPHONE	\$ 3,515	\$ 1,404	\$ 1,296	\$ 1,296	\$ 1,296
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,524	\$ 1,524	\$ 1,524
WIRELESS AIR CARDS	\$ 3,259	\$ 4,516	\$ 2,880	\$ 2,880	\$ 2,880
POSTAGE	\$ 117	\$ 600	\$ 500	\$ 500	\$ 500
ELECTRIC POWER	\$ 757,431	\$ 836,797	\$ 934,329	\$ 845,812	\$ 845,812
CITY UTILITIES	\$ 261,649	\$ 292,948	\$ 271,854	\$ 263,219	\$ 263,219
BUILDINGS & GROUNDS	\$ 10,140	\$ 41,500	\$ 114,850	\$ -	\$ -
B/G CONTRACTED SERVICES	\$ 19,785	\$ 16,632	\$ 16,778	\$ 16,778	\$ 16,778
MAINT EQUIPMENT	\$ 639,201	\$ 672,700	\$ 2,640,923	\$ 640,423	\$ 640,423
MAINT RADIO	\$ 4,669	\$ 19,320	\$ 19,320	\$ 19,320	\$ 19,320
MAINT CMPT SOFTWARE	\$ 29,087	\$ 33,173	\$ 35,519	\$ 35,519	\$ 35,519
MAINT INSTRUMENTS	\$ 16,599	\$ 6,370	\$ 18,945	\$ 18,945	\$ 18,945
MAINT AUTO	\$ 16,695	\$ 12,288	\$ 5,500	\$ 5,500	\$ 5,500
VEHICLE DAMAGE REPAIR	\$ 8,382	\$ 165	\$ -	\$ -	\$ -
TRAINING	\$ 12,576	\$ 22,800	\$ 24,900	\$ 24,900	\$ 24,900
COPIER CONTRACT EXPENSE	\$ 1,542	\$ 2,200	\$ 2,000	\$ 2,000	\$ 2,000
INSURANCE PREMIUMS	\$ 41,505	\$ 44,086	\$ 41,276	\$ 41,276	\$ 41,276
INSURANCE CLAIMS	\$ 1,635	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 1,660	\$ 2,665	\$ 2,780	\$ 2,780	\$ 2,780
FACILITY LICENSE FEES	\$ 4,850	\$ 4,910	\$ 4,910	\$ 4,910	\$ 4,910
MISCELLANEOUS EXPENSE	\$ 5,982	\$ 1,000	\$ 500	\$ 500	\$ 500
CONTRACTED SERVICES	\$ 222,960	\$ 231,824	\$ 238,495	\$ 233,695	\$ 233,695
TRANSFER - CAP RESERVE FUND	\$ 199,792	\$ 196,393	\$ 228,322	\$ 228,322	\$ 228,322
<b>Operations Total</b>	<b>\$ 2,617,998</b>	<b>\$ 2,880,096</b>	<b>\$ 5,090,718</b>	<b>\$ 2,844,804</b>	<b>\$ 2,844,804</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ 2,099,528	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ 2,099,528</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 4,235,889</b>	<b>\$ 6,764,739</b>	<b>\$ 6,945,914</b>	<b>\$ 4,657,899</b>	<b>\$ 4,657,899</b>



### PERSONNEL DETAIL

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
<b>Administration (100)</b>					
Plant Operations Manager <sup>2</sup>	1	0	0	0	0
Wastewater Operations Supervisor <sup>6</sup>	1	1	0	0	0
Wastewater Treatment Plant Supervisor <sup>6</sup>	0	0	1	1	1
Wastewater Maintenance Supervisor <sup>1</sup>	0	1	1	1	1
<b>Town Creek WWTP (901)</b>					
Maintenance Technician/Sr. <sup>3</sup>	0	2	2	2	2
Lead Wastewater Treatment Plant Operator	1	1	1	1	1
Senior Wastewater Plant Operator <sup>7</sup>	1	1	0	0	0
Wastewater Plant Operator	4	4	4	4	4
Utility Maintenance Coordinator <sup>5</sup>	0	1	1	1	1
<b>Grant Creek WWTP (902)</b>					
Maintenance Technician/Sr. <sup>3</sup>	0	4	4	4	4
Lead Wastewater Treatment Plant Operator	1	1	1	1	1
Senior Wastewater Plant Operator	1	1	1	1	1
Wastewater Plant Operator <sup>4</sup>	3	4	4	4	4
<b>Residuals Management (903)</b>					
Residuals Operator/Sr. <sup>4</sup>	2	0	0	0	0
<b>SCADA (905)</b>					
SCADA Technician <sup>8</sup>	1	1	0	0	0
Senior Instrumentation & Controls Technician <sup>8</sup>	0	0	1	1	1
Instrumentation & Controls Technician <sup>7</sup>	0	0	1	1	1
<b>Lift Station (906)</b>					
Maintenance Technician/Sr. <sup>3,5</sup>	8	1	2	2	2
Utilities Systems Supervisor <sup>1</sup>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>25</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>24</b>

<sup>1</sup>Position reclassified and moved to (100)

<sup>2</sup>Position moved to (721-100)

<sup>3</sup>Position reclassified and moved to (901)

<sup>4</sup>Position reclassified and moved to (902)

<sup>5</sup>Position reclassified and moved to (901)

<sup>6</sup>Position reclassified

<sup>7</sup>Position reclassified and moved to (905)

<sup>8</sup>Position reclassified



**STATEMENT OF PURPOSE**

To efficiently and effectively maintain and read utility meters with a high level of customer service.

**DIVISIONAL PERFORMANCE GOALS**

1. Continue to maintain and improve the comprehensive backflow prevention program.
2. Assist customers with high bill complaints by identifying the causes and finding resolutions.
3. Implement procedures to enable an annual water audit.
4. Work closely and cooperatively with Finance and Customer Service staff in order to provide outstanding customer service.
5. Work with other city departments in identifying and implementing a municipal work order system with real-time data and asset management capability.
6. Provide opportunities for staff training and development.

**PERFORMANCE MEASURES**

	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Projected</b>	<b>Goal</b>
<b>Workload</b>				
Meter Readings Per Fiscal Year	267,204	268,000	269,000	N/A
<b>Efficiency</b>				
Cost Per 100 Meter Readings	\$294	\$267	\$267	N/A
<b>Effectiveness</b>				
Percent of Meters Misread	0.0001%	0.0001%	0.0001%	0.0000%

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 284,432	\$ 278,645	\$ 287,453	\$ 282,328	\$ 282,328
OVERTIME SALARIES	\$ 8,970	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
FICA TAX	\$ 20,455	\$ 22,082	\$ 22,755	\$ 22,363	\$ 22,363
RETIREMENT	\$ 22,850	\$ 26,036	\$ 30,402	\$ 29,876	\$ 29,876
401(K) EMPLOYER CONTRIBUTION	\$ 8,715	\$ 8,660	\$ 8,924	\$ 8,770	\$ 8,770
HEALTH CARE	\$ 75,415	\$ 72,791	\$ 76,431	\$ 71,238	\$ 71,238
LIFE INSURANCE	\$ 591	\$ 683	\$ 706	\$ 693	\$ 693
EMP SEC INS	\$ 193	\$ 1,914	\$ 1,976	\$ 1,938	\$ 1,938
WORKERS COMPENSATION	\$ 18,000	\$ 15,750	\$ 16,800	\$ 16,800	\$ 16,800
<b>Personnel Total</b>	<b>\$ 439,621</b>	<b>\$ 436,561</b>	<b>\$ 455,447</b>	<b>\$ 444,006</b>	<b>\$ 444,006</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 2,653	\$ 3,880	\$ 3,880	\$ 3,880	\$ 3,880
GAS & OIL	\$ 11,777	\$ 13,638	\$ 15,854	\$ 13,717	\$ 13,717
DEPARTMENT SUPPLIES	\$ 1,843	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
METERS & METER BOXES	\$ 4,318	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
HOSE AND FITTINGS	\$ -	\$ 100	\$ 100	\$ 100	\$ 100
TRAVEL	\$ -	\$ 1,100	\$ 1,100	\$ 1,100	\$ 1,100
TELEPHONE	\$ 4,549	\$ 1,140	\$ 1,296	\$ 1,296	\$ 1,296
POSTAGE	\$ 70	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
CITY UTILITIES	\$ 460	\$ 463	\$ 452	\$ 775	\$ 775
MAINT EQUIPMENT	\$ 37,967	\$ 15,840	\$ 15,840	\$ 15,840	\$ 15,840
MAINT RADIO	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
MAINT CMPT SOFTWARE	\$ 215,557	\$ 207,990	\$ 219,761	\$ 219,761	\$ 219,761
MAINT AUTO	\$ 7,624	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750
VEHICLE DAMAGE REPAIR	\$ 175	\$ -	\$ -	\$ -	\$ -
TRAINING	\$ 1,275	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
COPIER CONTRACT EXPENSE	\$ -	\$ 200	\$ -	\$ -	\$ -
INSURANCE PREMIUMS	\$ 1,630	\$ 2,488	\$ 2,654	\$ 2,654	\$ 2,654
DUES & SUBSCRIPTIONS	\$ -	\$ 1,535	\$ 1,535	\$ 1,535	\$ 1,535
MISCELLANEOUS EXPENSE	\$ 1,639	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
TRANSFER - CAP RESERVE FUND	\$ 10,608	\$ 15,074	\$ 12,216	\$ 12,216	\$ 12,216
<b>Operations Total</b>	<b>\$ 302,144</b>	<b>\$ 280,198</b>	<b>\$ 291,438</b>	<b>\$ 289,624</b>	<b>\$ 289,624</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 741,765</b>	<b>\$ 716,759</b>	<b>\$ 746,885</b>	<b>\$ 733,630</b>	<b>\$ 733,630</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommen FY 20-21	Adopted FY 20-21
Sr. Meter Mechanic <sup>4</sup>	1	1	0	0	0
Sr. AMI Technician <sup>4</sup>	0	0	1	1	1
Office Assistant <sup>3</sup>	0	0	0	0	0
Utilities Technician <sup>3</sup>	1	1	1	1	1
Meter Services Supervisor <sup>1</sup>	1	1	0	0	0
AMI Supervisor <sup>1</sup>	0	0	1	1	1
Backflow Coordinator <sup>2</sup>	1	0	0	0	0
AMI Technician <sup>5</sup>	0	0	4	4	4
Meter Reader (Sr.)/Technician <sup>5</sup>	<u>4</u>	<u>4</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

<sup>1</sup>Position reclassified

<sup>2</sup> Position moved to (813-850)

<sup>3</sup>Position reclassified

<sup>4</sup>Position reclassified

<sup>5</sup>Positions reclassified

**STATEMENT OF PURPOSE**

To provide for principal and interest payments on outstanding Water and Sewer Fund debt.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
BOND PRINCIPAL	\$ -	\$ 2,107,252	\$ 2,188,586	\$ 2,612,586	\$ 2,612,586
STATE LOANS-CWB PRINCIPAL	\$ -	\$ 610,000	\$ -	\$ -	\$ -
BOND INTEREST EXPENSE	\$ 817,444	\$ 753,828	\$ 674,721	\$ 1,804,975	\$ 1,804,975
STATE LOANS-CWB INTEREST	\$ 29,069	\$ 15,860	\$ -	\$ -	\$ -
LEASE PURCHASE PRINCIPAL	\$ -	\$ 129,240	\$ 129,240	\$ 129,240	\$ 129,240
LEASE PURCHASE INTEREST EXP	\$ 11,311	\$ 10,298	\$ 7,897	\$ 7,897	\$ 7,897
DEBT PRINCIPAL PYMTS ON BEHALF	\$ -	\$ 239,490	\$ 219,490	\$ 219,490	\$ 219,490
DEBT INTEREST PYMTS ON BEHALF	\$ 40,972	\$ 34,104	\$ 27,312	\$ 27,312	\$ 27,312
<b>Operations Total</b>	<b>\$ 898,797</b>	<b>\$ 3,900,072</b>	<b>\$ 3,247,246</b>	<b>\$ 4,801,500</b>	<b>\$ 4,801,500</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 898,797</b>	<b>\$ 3,900,072</b>	<b>\$ 3,247,246</b>	<b>\$ 4,801,500</b>	<b>\$ 4,801,500</b>





**CITY OF SALISBURY, NORTH CAROLINA**

**WATER AND SEWER CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for the Year Ending June 30, 2020 and  
Actual for the Year Ended June 30, 2019

	<b><u>2019</u></b> <b><u>Actual</u></b>	<b><u>2020</u></b> <b><u>Estimate</u></b>	<b><u>2021</u></b> <b><u>Budget</u></b>
REVENUES:			
Non Operating Revenues:			
Interest earned on investments	\$ 41,833	\$ 28,218	\$ 12,500
Total miscellaneous	\$ 41,833	\$ 28,218	\$ 12,500
OTHER FINANCING SOURCES:			
Operating transfer from Water and Sewer Fund	\$ 480,083	\$ 414,992	\$ 509,212
Total other financing sources	\$ 480,083	\$ 414,992	\$ 509,212
Total revenues and other financing sources	<u>\$ 521,916</u>	<u>\$ 443,210</u>	<u>\$ 521,712</u>

**Water and Sewer Capital Reserve****STATEMENT OF PURPOSE**

The Water and Sewer Capital Reserve funds replacement cost of Water and Sewer Utility vehicles and computers and accrues reserves for future purchases.

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
<b>Personnel Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Operations</b>					
EQUIPMENT REPLACEMENT RESERVE	\$ -	\$ 160,322	\$ -	\$ 94,483	\$ 94,483
<b>Operations Total</b>	<b>\$ -</b>	<b>\$ 160,322</b>	<b>\$ -</b>	<b>\$ 94,483</b>	<b>\$ 94,483</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 883	\$ 196,200	\$ 581,959	\$ 326,380	\$ 326,380
C O COMPUTER EQUIPMENT	\$ 8,703	\$ 90,470	\$ 100,849	\$ 100,849	\$ 100,849
<b>Capital Total</b>	<b>\$ 9,586</b>	<b>\$ 286,670</b>	<b>\$ 682,808</b>	<b>\$ 427,229</b>	<b>\$ 427,229</b>
<b>Grand Total</b>	<b>\$ 9,586</b>	<b>\$ 446,992</b>	<b>\$ 682,808</b>	<b>\$ 521,712</b>	<b>\$ 521,712</b>

# **CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
<b>Administration</b>			
Computer Equipment Replacement	\$ 14,935	\$ 14,935	\$ 14,935
Replace Telephone System	19,600	19,600	19,600
Replace Access Points	4,264	4,264	4,264
<b>Total Capital Outlay</b>	<b>\$ 38,799</b>	<b>\$ 38,799</b>	<b>\$ 38,799</b>
<b>Plant Operations - Water Treatment</b>			
Computer Equipment Replacement	\$ 12,000	\$ 12,000	\$ 12,000
Replace PO10405 w/ F150 Ext Cab 4x4	29,791	29,791	29,791
<b>Total Capital Outlay</b>	<b>\$ 41,791</b>	<b>\$ 41,791</b>	<b>\$ 41,791</b>
<b>Systems Maintenance</b>			
Computer Equipment Replacement	\$ 11,600	\$ 11,600	\$ 11,600
Replace SM19721 w/ F550 Flatbed Dump	88,604	-	-
Replace SM10515 w/ like F550 Sewer Jet Truck	161,304	-	-
Replace SM38701 w/ 5 Ton Tilt Bed Utility	5,671	-	-
<b>Total Capital Outlay</b>	<b>\$ 267,179</b>	<b>\$ 11,600</b>	<b>\$ 11,600</b>
<b>Environmental Services</b>			
Computer Equipment Replacement	\$ 4,250	\$ 4,250	\$ 4,250
<b>Total Capital Outlay</b>	<b>\$ 4,250</b>	<b>\$ 4,250</b>	<b>\$ 4,250</b>
<b>Plant Operations - Wastewater Treatment</b>			
Computer Equipment Replacement	\$ 15,400	\$ 15,400	\$ 15,400
ADD F150 Ext Cab 4x4 for New I&C Tech	35,791	35,791	35,791
Replace PO10510 w/ F250 Ext Cab w/ Serv. Body	75,854	75,854	75,854
Replace PO10706 w/ like K350	77,054	77,054	77,054
Replace PO10404 w/ like F350	81,086	81,086	81,086
<b>Total Capital Outlay</b>	<b>\$ 285,185</b>	<b>\$ 285,185</b>	<b>\$ 285,185</b>
<b>Meter Services</b>			
Computer Equipment Replacement	\$ 18,800	\$ 18,800	\$ 18,800
Replace MS11007 w/ like Ford Escape Hybrid	26,804	26,804	26,804
<b>Total Capital Outlay</b>	<b>\$ 45,604</b>	<b>\$ 45,604</b>	<b>\$ 45,604</b>





**CITY OF SALISBURY, NORTH CAROLINA**

**TRANSIT FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for the Year Ending June 30, 2020 and  
Actual for the Year Ended June 30, 2019

	<b>2019 Actual</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>
OPERATING REVENUES:			
Charges for services	\$ 63,841	\$ 52,926	\$ 67,000
Other operating revenues	11,939	12,906	12,573
Total operating revenues	<u>\$ 75,780</u>	<u>\$ 65,832</u>	<u>\$ 79,573</u>
NONOPERATING REVENUES:			
Restricted Intergovernmental	\$ 739,998	\$ 727,850	\$ 805,972
Miscellaneous Federal Grants	-	-	358,389
Interest earned on investments	11,782	5,678	2,000
Total nonoperating revenues	<u>\$ 751,780</u>	<u>\$ 733,528</u>	<u>\$ 1,166,361</u>
OTHER FINANCING SOURCES:			
Operating transfer from General Fund	\$ 467,822	\$ 673,678	\$ 241,611
Total other financing sources	<u>\$ 467,822</u>	<u>\$ 673,678</u>	<u>\$ 241,611</u>
Total revenues and other financing sources	<u>\$ 1,295,382</u>	<u>\$ 1,473,038</u>	<u>\$ 1,487,545</u>



**CITY OF SALISBURY**  
**FY 2020-2021 BUDGET SUMMARY**  
**TRANSIT FUND**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>REVENUE</b>	\$ 1,295,383	\$ 1,554,723	\$ 1,928,772	\$ 1,487,545	\$ 1,487,545
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 440,673	\$ 477,886	\$ 495,405	\$ 461,273	\$ 461,273
OVERTIME SALARIES	\$ 8,573	\$ 8,681	\$ 8,600	\$ 8,600	\$ 8,600
PART TIME SALARIES	\$ 45,399	\$ 41,580	\$ 77,272	\$ 94,342	\$ 94,342
FICA TAX	\$ 35,690	\$ 40,324	\$ 44,466	\$ 43,162	\$ 43,162
RETIREMENT	\$ 34,724	\$ 45,147	\$ 51,510	\$ 48,021	\$ 48,021
401(K) EMPLOYER CONTRIBUTION	\$ 12,428	\$ 15,017	\$ 15,121	\$ 14,096	\$ 14,096
PENSION EXPENSE - LGERS	\$ 12,526	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 103,505	\$ 120,087	\$ 128,254	\$ 106,740	\$ 106,740
LIFE INSURANCE	\$ 977	\$ 1,218	\$ 1,228	\$ 1,143	\$ 1,143
EMP SEC INS	\$ 304	\$ 3,620	\$ 3,977	\$ 3,859	\$ 3,859
WORKERS COMPENSATION	\$ 31,500	\$ 33,750	\$ 36,000	\$ 33,600	\$ 33,600
<b>Personnel Total</b>	<b>\$ 726,300</b>	<b>\$ 787,310</b>	<b>\$ 861,833</b>	<b>\$ 814,836</b>	<b>\$ 814,836</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 822	\$ 2,101	\$ 2,101	\$ 2,101	\$ 2,101
UNIFORMS	\$ 2,312	\$ 4,675	\$ 5,575	\$ 5,575	\$ 5,575
EXPENDABLE EQUIPMENT	\$ 511	\$ 604	\$ 15,000	\$ 1,230	\$ 1,230
GAS & OIL	\$ 100,309	\$ 113,040	\$ 175,338	\$ 126,342	\$ 126,342
TIRES & TUBES	\$ 6,995	\$ 10,000	\$ 13,330	\$ 5,137	\$ 5,137
PARTS	\$ 113,394	\$ 90,000	\$ 90,000	\$ 60,000	\$ 60,000
VEHICLE CLEANING SUP	\$ 230	\$ 515	\$ 515	\$ 515	\$ 515
DEPARTMENT SUPPLIES	\$ 2,114	\$ 2,351	\$ 2,351	\$ 2,351	\$ 2,351
COMMUNICATION EQUIPMT	\$ 1,091	\$ 3,174	\$ 3,000	\$ 3,000	\$ 3,000
COMPUTER SUPPLIES	\$ 171	\$ 277	\$ 1,782	\$ 1,782	\$ 1,782
TRAVEL	\$ -	\$ 383	\$ 380	\$ 380	\$ 380
TRAVEL SUBSISTENCE	\$ 818	\$ 824	\$ 824	\$ 824	\$ 824
TELEPHONE	\$ 459	\$ 301	\$ 300	\$ 300	\$ 300
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
POSTAGE	\$ 120	\$ 300	\$ 300	\$ 300	\$ 300
ELECTRIC POWER	\$ 4,803	\$ 5,087	\$ 5,484	\$ 4,856	\$ 4,856
NATURAL GAS	\$ 6,374	\$ 6,609	\$ 7,017	\$ 6,012	\$ 6,012
CITY UTILITIES	\$ 1,066	\$ 792	\$ 1,321	\$ 1,322	\$ 1,322
PRINTING	\$ 2,072	\$ 5,055	\$ 4,000	\$ 4,000	\$ 4,000
BUILDINGS & GROUNDS	\$ 1,867	\$ 4,746	\$ 4,746	\$ 4,746	\$ 4,746
B/G CONTRACTED SERVICES	\$ 5,483	\$ 5,611	\$ 5,693	\$ 5,693	\$ 5,693
MAINT EQUIPMENT	\$ 7,571	\$ 9,000	\$ 12,550	\$ 12,550	\$ 12,550
MAINT AUTO	\$ 2,884	\$ 500	\$ 6,119	\$ 6,119	\$ 6,119
VEHICLE DAMAGE REPAIR	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
ADVERTISING	\$ 104	\$ 1,445	\$ 2,500	\$ 2,500	\$ 2,500
TRAINING	\$ 7,816	\$ 4,000	\$ 8,200	\$ 2,200	\$ 2,200
COPIER CONTRACT EXPENSE	\$ 1,280	\$ 2,200	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 13,984	\$ 14,130	\$ 21,304	\$ 19,404	\$ 19,404

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
INSURANCE CLAIMS	\$ 6,703	\$ 500	\$ 500	\$ 500	\$ 500
DEPRECIATION EXPENSE	\$ 40,127	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 750	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350
MISCELLANEOUS EXPENSE	\$ 769	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
SPECIAL PROJECTS	\$ 10,700	\$ 10,700	\$ 15,400	\$ -	\$ -
CONTRACTED SERVICES	\$ 233,116	\$ 124,568	\$ 75,147	\$ 75,147	\$ 75,147
EMPLOYEE ASSISTANCE PROGRAM	\$ 228	\$ 272	\$ 272	\$ 272	\$ 272
RETIREE HEALTH INSURANCE	\$ 34,980	\$ 9,149	\$ 9,607	\$ 9,065	\$ 9,065
PROFESSIONAL SERVICES	\$ 11,511	\$ 2,292	\$ 2,292	\$ 2,292	\$ 2,292
CHARGES-GENERAL FUND	\$ 120,000	\$ -	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 743,529</b>	<b>\$ 438,851</b>	<b>\$ 499,142</b>	<b>\$ 372,709</b>	<b>\$ 372,709</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 19,808	\$ 328,562	\$ 640,000	\$ 300,000	\$ 300,000
<b>Capital Total</b>	<b>\$ 19,808</b>	<b>\$ 328,562</b>	<b>\$ 640,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
<b>Grand Total</b>	<b>\$ 1,489,637</b>	<b>\$ 1,554,723</b>	<b>\$ 2,000,975</b>	<b>\$ 1,487,545</b>	<b>\$ 1,487,545</b>

**STATEMENT OF PURPOSE**

To provide a safe, efficient, and affordable transportation alternative to the general public in the City of Salisbury; thus permitting greater accessibility to employment, social, recreational, educational, and medical facilities. The department also provides an ADA demand responsive paratransit system that includes wheelchair lift-equipped vans to accommodate citizens unable to access our fixed route bus system because of a functional disability.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Consistently provide exceptional service to all customers.
2. Evaluate fixed routes for efficiency and effectiveness as well as the feasibility to expand routes and services.
3. Better marketing and spreading the word about public transit by “telling the story through a benefits campaign” to local elected bodies and the community at large.
4. Improve transit connectivity inside and outside the City of Salisbury by focusing on connecting customers to places.
5. Maintain transit infrastructure at a high level and improve the aesthetic appeal of shelters, bus stops, benches, and signs.

**PERFORMANCE MEASURES**

	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	
	<b>Actual</b>	<b>Estimate</b>	<b>Projected</b>	<b>Goal</b>
<b>Workload</b>				
Number of Passengers -Fixed Route	141,514	141,400	141,400	141,400
Number of Passengers - ADA	7,789	8,561	8,561	8,561
Number of Full-sized Buses	6	6	6	N/A
Number of Routes	3	3	3	N/A
Revenue Miles Driven	138,097	138,097	138,097	138,097
Gallons of Fuel Used	35,229	35,229	35,229	35,229
Fares Collected (Dollars) - Fixed Route	\$63,841	\$53,000	\$67,000	\$65,000
State Matching Funds Collected	\$189,253	\$195,142	\$195,142	\$195,142
<b>Efficiency</b>				
Average Cost Per Mile	\$ 8.36	\$ 10.82	\$ 12.98	\$ 12.98
Average Cost Per Passenger - Routine	\$ 8.15	\$ 11.53	\$ 13.84	\$ 13.84
Average Cost Per Passenger - ADA	\$ 15.26	\$ 20.00	\$ 28.80	\$ 28.80
<b>Effectiveness</b>				
Complaints Received	9	8	4	4
Number of Break-Downs	5	6	4	4
Number of Driver Vacancies	0	0	0	0
Accidents - FTA Threshold	0	0	0	0
Injuries	0	0	0	0

### BUDGET REQUEST

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 129,186	\$ 133,205	\$ 136,486	\$ 134,030	\$ 134,030
OVERTIME SALARIES	\$ 336	\$ 181	\$ 100	\$ 100	\$ 100
FICA TAX	\$ 9,385	\$ 10,125	\$ 10,449	\$ 10,261	\$ 10,261
RETIREMENT	\$ 10,007	\$ 11,938	\$ 13,959	\$ 13,708	\$ 13,708
401(K) EMPLOYER CONTRIBUTION	\$ 3,816	\$ 3,970	\$ 4,098	\$ 4,024	\$ 4,024
PENSION EXPENSE - LGERS	\$ 12,526	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 19,583	\$ 20,103	\$ 21,108	\$ 19,753	\$ 19,753
LIFE INSURANCE	\$ 245	\$ 327	\$ 338	\$ 332	\$ 332
EMP SEC INS	\$ 76	\$ 917	\$ 946	\$ 929	\$ 929
WORKERS COMPENSATION	\$ 4,500	\$ 4,500	\$ 4,800	\$ 4,800	\$ 4,800
<b>Personnel Total</b>	<b>\$ 189,661</b>	<b>\$ 185,266</b>	<b>\$ 192,284</b>	<b>\$ 187,937</b>	<b>\$ 187,937</b>
<b>Operations</b>					
UNIFORMS	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
DEPARTMENT SUPPLIES	\$ 2,114	\$ 2,351	\$ 2,351	\$ 2,351	\$ 2,351
COMMUNICATION EQUIPMT	\$ 479	\$ 174	\$ -	\$ -	\$ -
COMPUTER SUPPLIES	\$ 171	\$ 277	\$ 1,782	\$ 1,782	\$ 1,782
TRAVEL	\$ -	\$ 383	\$ 380	\$ 380	\$ 380
TRAVEL SUBSISTENCE	\$ 818	\$ 824	\$ 824	\$ 824	\$ 824
TELEPHONE	\$ 459	\$ 301	\$ 300	\$ 300	\$ 300
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,044	\$ 1,044	\$ 1,044
POSTAGE	\$ 120	\$ 300	\$ 300	\$ 300	\$ 300
PRINTING	\$ 2,072	\$ 5,055	\$ 4,000	\$ 4,000	\$ 4,000
ADVERTISING	\$ 104	\$ 1,445	\$ 2,500	\$ 2,500	\$ 2,500
TRAINING	\$ 7,816	\$ 4,000	\$ 7,900	\$ 1,900	\$ 1,900
COPIER CONTRACT EXPENSE	\$ 1,280	\$ 2,200	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 13,984	\$ 14,130	\$ 21,304	\$ 19,404	\$ 19,404
INSURANCE CLAIMS	\$ 6,703	\$ 500	\$ 500	\$ 500	\$ 500
DEPRECIATION EXPENSE	\$ 40,127	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 750	\$ 1,350	\$ 1,350	\$ 1,350	\$ 1,350
MISCELLANEOUS EXPENSE	\$ 769	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300
EMPLOYEE ASSISTANCE PROGRAM	\$ 228	\$ 272	\$ 272	\$ 272	\$ 272
RETIREE HEALTH INSURANCE	\$ 34,980	\$ 9,149	\$ 9,607	\$ 9,065	\$ 9,065
PROFESSIONAL SERVICES	\$ 10,126	\$ 500	\$ 500	\$ 500	\$ 500
CHARGES-GENERAL FUND	\$ 120,000	\$ -	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 243,099</b>	<b>\$ 45,511</b>	<b>\$ 58,714</b>	<b>\$ 50,272</b>	<b>\$ 50,272</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 432,760</b>	<b>\$ 230,777</b>	<b>\$ 250,998</b>	<b>\$ 238,209</b>	<b>\$ 238,209</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Transit Director	1	1	1	1	1
Transit Dispatcher	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL	2	2	2	2	2



**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 181,732	\$ 196,843	\$ 263,161	\$ 233,208	\$ 233,208
OVERTIME SALARIES	\$ 5,540	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
PART TIME SALARIES	\$ 35,842	\$ 28,572	\$ 27,248	\$ 44,318	\$ 44,318
FICA TAX	\$ 15,953	\$ 17,512	\$ 22,483	\$ 21,498	\$ 21,498
RETIREMENT	\$ 14,409	\$ 19,423	\$ 27,253	\$ 24,192	\$ 24,192
401(K) EMPLOYER CONTRIBUTION	\$ 4,682	\$ 6,461	\$ 8,000	\$ 7,101	\$ 7,101
HEALTH CARE	\$ 58,517	\$ 70,732	\$ 86,038	\$ 67,234	\$ 67,234
LIFE INSURANCE	\$ 436	\$ 526	\$ 653	\$ 578	\$ 578
EMP SEC INS	\$ 135	\$ 1,565	\$ 2,017	\$ 1,928	\$ 1,928
WORKERS COMPENSATION	\$ 18,000	\$ 18,000	\$ 24,000	\$ 21,600	\$ 21,600
<b>Personnel Total</b>	<b>\$ 335,247</b>	<b>\$ 363,134</b>	<b>\$ 464,353</b>	<b>\$ 425,157</b>	<b>\$ 425,157</b>
<b>Operations</b>					
UNIFORMS	\$ 2,312	\$ 3,675	\$ 3,675	\$ 3,675	\$ 3,675
GAS & OIL	\$ 100,309	\$ 113,040	\$ 145,000	\$ 96,004	\$ 96,004
MAINT AUTO	\$ 35	\$ -	\$ -	\$ -	\$ -
SPECIAL PROJECTS	\$ 10,700	\$ 10,700	\$ 15,400	\$ -	\$ -
CONTRACTED SERVICES	\$ 11,315	\$ 20,000	\$ 14,900	\$ 14,900	\$ 14,900
PROFESSIONAL SERVICES	\$ 1,385	\$ 1,792	\$ 1,792	\$ 1,792	\$ 1,792
<b>Operations Total</b>	<b>\$ 126,055</b>	<b>\$ 149,207</b>	<b>\$ 180,767</b>	<b>\$ 116,371</b>	<b>\$ 116,371</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 461,302</b>	<b>\$ 512,341</b>	<b>\$ 645,120</b>	<b>\$ 541,528</b>	<b>\$ 541,528</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Transit Operator <sup>2</sup>	7	7	7	6	6
Service Worker (PT) <sup>1</sup>	0	0	1	1	1
Transit Planner <sup>1</sup>	0	0	1	1	1
Transit Operator (Temp/PT Pool)	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>10</b>	<b>9</b>	<b>9</b>

<sup>1</sup>Positions reclassified from 653

<sup>2</sup>Positions eliminated

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 129,755	\$ 147,838	\$ 95,758	\$ 94,035	\$ 94,035
OVERTIME SALARIES	\$ 2,696	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
PART TIME SALARIES	\$ 9,557	\$ 13,008	\$ -	\$ -	\$ -
FICA TAX	\$ 10,352	\$ 12,687	\$ 7,707	\$ 7,576	\$ 7,576
RETIREMENT	\$ 10,308	\$ 13,786	\$ 10,298	\$ 10,121	\$ 10,121
401(K) EMPLOYER CONTRIBUTION	\$ 3,929	\$ 4,586	\$ 3,023	\$ 2,971	\$ 2,971
HEALTH CARE	\$ 25,405	\$ 29,252	\$ 21,108	\$ 19,753	\$ 19,753
LIFE INSURANCE	\$ 297	\$ 365	\$ 237	\$ 233	\$ 233
EMP SEC INS	\$ 93	\$ 1,115	\$ 664	\$ 652	\$ 652
WORKERS COMPENSATION	\$ 9,000	\$ 9,000	\$ 4,800	\$ 4,800	\$ 4,800
<b>Personnel Total</b>	<b>\$ 201,392</b>	<b>\$ 236,637</b>	<b>\$ 148,595</b>	<b>\$ 145,141</b>	<b>\$ 145,141</b>
<b>Operations</b>					
JANITORIAL SUPPLIES	\$ 822	\$ 2,101	\$ 2,101	\$ 2,101	\$ 2,101
EXPENDABLE EQUIPMENT	\$ 511	\$ 604	\$ 15,000	\$ 1,230	\$ 1,230
TIRES & TUBES	\$ 6,995	\$ 10,000	\$ 10,000	\$ 1,807	\$ 1,807
PARTS	\$ 113,394	\$ 90,000	\$ 90,000	\$ 60,000	\$ 60,000
VEHICLE CLEANING SUP	\$ 230	\$ 515	\$ 515	\$ 515	\$ 515
COMMUNICATION EQUIPMT	\$ 612	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
ELECTRIC POWER	\$ 4,803	\$ 5,087	\$ 5,484	\$ 4,856	\$ 4,856
NATURAL GAS	\$ 6,374	\$ 6,609	\$ 7,017	\$ 6,012	\$ 6,012
CITY UTILITIES	\$ 1,066	\$ 792	\$ 1,321	\$ 1,322	\$ 1,322
BUILDINGS & GROUNDS	\$ 1,867	\$ 4,746	\$ 4,746	\$ 4,746	\$ 4,746
B/G CONTRACTED SERVICES	\$ 5,483	\$ 5,611	\$ 5,693	\$ 5,693	\$ 5,693
MAINT EQUIPMENT	\$ 7,571	\$ 9,000	\$ 12,550	\$ 12,550	\$ 12,550
MAINT AUTO	\$ 2,849	\$ 500	\$ 500	\$ 500	\$ 500
VEHICLE DAMAGE REPAIR	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
CONTRACTED SERVICES	\$ 221,801	\$ 104,568	\$ 60,247	\$ 60,247	\$ 60,247
<b>Operations Total</b>	<b>\$ 374,375</b>	<b>\$ 244,133</b>	<b>\$ 219,174</b>	<b>\$ 165,579</b>	<b>\$ 165,579</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 19,808	\$ 172,048	\$ 600,000	\$ 300,000	\$ 300,000
<b>Capital Total</b>	<b>\$ 19,808</b>	<b>\$ 172,048</b>	<b>\$ 600,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
<b>Grand Total</b>	<b>\$ 595,575</b>	<b>\$ 652,818</b>	<b>\$ 967,769</b>	<b>\$ 610,720</b>	<b>\$ 610,720</b>



**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Mechanic	1	1	1	1	1
Transit Fleet Supervisor	1	1	1	1	1
Service Worker (PT) <sup>1</sup>	1	1	0	0	0
Transit Planner <sup>1</sup>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>

<sup>1</sup>Positions reclassified to 651

**CAPITAL OUTLAY**

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
Light Transit Vehicle #1 (TR80401)	\$ 150,000	\$ 150,000	\$ 150,000
Light Transit Vehicle #2 (TR80402)	150,000	150,000	150,000
Light Transit Vehicle #3 (TR80403)	150,000	-	-
Light Transit Vehicle #4 (TR80404)	150,000	-	-
<b>Total Capital Outlay</b>	<b>\$ 600,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>

### BUDGET REQUEST

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
PART TIME SALARIES	\$ -	\$ -	\$ 50,024	\$ 50,024	\$ 50,024
FICA TAX	\$ -	\$ -	\$ 3,827	\$ 3,827	\$ 3,827
EMP SEC INS	\$ -	\$ 23	\$ 350	\$ 350	\$ 350
WORKERS COMPENSATION	\$ -	\$ 2,250	\$ 2,400	\$ 2,400	\$ 2,400
<b>Personnel Total</b>	<b>\$ -</b>	<b>\$ 2,273</b>	<b>\$ 56,601</b>	<b>\$ 56,601</b>	<b>\$ 56,601</b>
<b>Operations</b>					
UNIFORMS	\$ -	\$ -	\$ 900	\$ 900	\$ 900
GAS & OIL	\$ -	\$ -	\$ 30,338	\$ 30,338	\$ 30,338
TIRES & TUBES	\$ -	\$ -	\$ 3,330	\$ 3,330	\$ 3,330
MAINT AUTO	\$ -	\$ -	\$ 5,619	\$ 5,619	\$ 5,619
TRAINING	\$ -	\$ -	\$ 300	\$ 300	\$ 300
<b>Operations Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,487</b>	<b>\$ 40,487</b>	<b>\$ 40,487</b>
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ 156,514	\$ 40,000	\$ -	\$ -
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ 156,514</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ -</b>	<b>\$ 158,787</b>	<b>\$ 137,088</b>	<b>\$ 97,088</b>	<b>\$ 97,088</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
PT Transit Operator	3	0	0	0	0
Transit Operator (PT Pool)	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
TOTAL <sup>1</sup>	3	1	1	1	1

<sup>1</sup>Positions reclassified to a PT Pool

### CAPITAL OUTLAY

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
ADA Paratransit Scheduling Software	\$ 40,000	\$ -	\$ -
<b>Total Capital Outlay</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**FIBRANT COMMUNICATIONS FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for the Year Ending June 30, 2020 and  
Actual for the Year Ended June 30, 2019

	<b>2019</b>	<b>2020</b>	<b>2021</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Budget</b>
<b>OPERATING REVENUES:</b>			
Charges for services	\$ 496,347	\$ -	\$ -
Lease	616,078	730,000	760,000
Other operating revenues	187,205	622,750	46,000
Total operating revenues	<u>\$ 1,299,630</u>	<u>\$ 1,352,750</u>	<u>\$ 806,000</u>
<b>NONOPERATING REVENUES:</b>			
Interest earned on investments	<u>\$ 27,323</u>	<u>\$ 25,000</u>	<u>\$ 8,000</u>
Total nonoperating revenues	<u>\$ 27,323</u>	<u>\$ 25,000</u>	<u>\$ 8,000</u>
<b>OTHER FINANCING SOURCES:</b>			
Interfund revenues	\$ 3,000,000	\$ 2,400,000	\$ 2,970,000
Refunding bonds issued	-	-	-
Total other financing sources	<u>\$ 3,000,000</u>	<u>\$ 2,400,000</u>	<u>\$ 2,970,000</u>
 Total revenues	 <u>\$ 4,326,953</u>	 <u>\$ 3,777,750</u>	 <u>\$ 3,784,000</u>



### STATEMENT OF PURPOSE

The City held a referendum in May 2018 as a requirement to enter into a lease agreement for management of the broadband utility with Hotwire Communications. The purpose of the Fibrant Communications Fund is to manage the public/private partnership to fully leverage the utility's 10 gig capabilities to attract businesses to Salisbury.

### CITY OF SALISBURY FY 2020-2021 BUDGET SUMMARY FIBRANT COMMUNICATIONS FUND

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
REVENUE	\$ 4,326,953	\$ 3,858,000	\$ 3,826,000	\$ 3,814,000	\$ 3,784,000
EXPENSES					
<b>Personnel</b>					
REGULAR SALARIES	\$ 383,780	\$ -	\$ -	\$ -	\$ -
OVERTIME SALARIES	\$ 16,115	\$ -	\$ -	\$ -	\$ -
EMPLOYEE COMMISSIONS	\$ 51,066	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 37,925	\$ -	\$ -	\$ -	\$ -
RETIREMENT	\$ 39,419	\$ -	\$ -	\$ -	\$ -
401(K) EMPLOYER CONTRIBUTION	\$ 15,122	\$ -	\$ -	\$ -	\$ -
PENSION EXPENSE - LGERS	\$ (86,360)	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 79,479	\$ -	\$ -	\$ -	\$ -
LIFE INSURANCE	\$ 835	\$ -	\$ -	\$ -	\$ -
EMP SEC INS	\$ 676	\$ -	\$ -	\$ -	\$ -
WORKERS COMPENSATION	\$ 24,938	\$ -	\$ -	\$ -	\$ -
<b>Personnel Total</b>	<b>\$ 562,995</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
EXPENDABLE EQUIPMENT	\$ 3,219	\$ -	\$ -	\$ -	\$ -
GAS & OIL	\$ 2,837	\$ -	\$ -	\$ -	\$ -
DEPARTMENT SUPPLIES	\$ 404	\$ -	\$ -	\$ -	\$ -
SHEATH FIBER	\$ 269,694	\$ -	\$ -	\$ -	\$ -
WIRELESS AIR CARDS	\$ 281	\$ -	\$ -	\$ -	\$ -
POSTAGE	\$ 1,688	\$ -	\$ -	\$ -	\$ -
MAINT EQUIPMENT	\$ 1,925	\$ -	\$ -	\$ -	\$ -
MAINT CMPT SOFTWARE	\$ 29,164	\$ -	\$ -	\$ -	\$ -
MAINT AUTO	\$ 5,325	\$ -	\$ -	\$ -	\$ -
COPIER CONTRACT EXPENSE	\$ 1,566	\$ -	\$ -	\$ -	\$ -
INSURANCE PREMIUMS	\$ 2,288	\$ 2,517	\$ 2,399	\$ 2,399	\$ 2,399
DEPRECIATION EXPENSE	\$ 676,042	\$ -	\$ -	\$ -	\$ -
MISCELLANEOUS EXPENSE	\$ -	\$ 60,000	\$ 46,000	\$ 50,518	\$ 50,518
LEGAL FEES	\$ 10,181	\$ 60,671	\$ 60,000	\$ 60,000	\$ 30,000
VIDEO PROGRAMMING FEES	\$ 346,992	\$ -	\$ -	\$ -	\$ -
TELEPHONE PROGRAMMING FEES	\$ 44,141	\$ -	\$ -	\$ -	\$ -
HELP DESK FEES	\$ 24,732	\$ -	\$ -	\$ -	\$ -
RIGHT OF WAY CHARGES	\$ 25,770	\$ -	\$ -	\$ -	\$ -
INTERNET BACKBONE FEE	\$ 104,028	\$ -	\$ -	\$ -	\$ -
EMPLOYEE ASSISTANCE PROGRAM	\$ 216	\$ -	\$ -	\$ -	\$ -
RETIREE HEALTH INSURANCE	\$ (689,784)	\$ -	\$ -	\$ -	\$ -
PROFESSIONAL SERVICES	\$ 220,512	\$ 100,000	\$ 100,000	\$ 175,000	\$ 175,000
LEASE - DROP/INSTALL	\$ 121,515	\$ 240,000	\$ 288,000	\$ 338,000	\$ 338,000
LEASE - DARK FIBER	\$ 34,221	\$ 44,000	\$ 44,000	\$ 44,000	\$ 44,000
LEASE - CAPITAL	\$ 37,976	\$ 111,600	\$ 120,000	\$ 145,000	\$ 145,000
LEASE - RENT	\$ -	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400
LEASE PURCHASE PRINCIPAL	\$ -	\$ 1,965,000	\$ 2,040,000	\$ 2,040,000	\$ 2,040,000
LEASE PURCHASE INTEREST EXP	\$ 556,213	\$ 862,174	\$ 588,913	\$ 588,913	\$ 588,913
INTERFUND INTEREST	\$ 68,020	\$ 68,020	\$ 61,770	\$ 61,770	\$ 61,770
INTERFUND PRINCIPAL	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
BOND SERVICE CHARGES	\$ 110,843	\$ 35,618	\$ -	\$ -	\$ -
<b>Operations Total</b>	<b>\$ 2,010,009</b>	<b>\$ 3,858,000</b>	<b>\$ 3,659,482</b>	<b>\$ 3,814,000</b>	<b>\$ 3,784,000</b>
<b>Capital</b>					
C O SET TOP BOXES	\$ 28,781	\$ -	\$ -	\$ -	\$ -
C/O PLANT MATERIALS	\$ 81,082	\$ -	\$ -	\$ -	\$ -
C/O ONT AND POWER SUPPLIES	\$ 52,302	\$ -	\$ -	\$ -	\$ -
CO PREMISE INSTALL MATERIALS	\$ 18,743	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	<b>\$ 180,909</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 2,753,913</b>	<b>\$ 3,858,000</b>	<b>\$ 3,659,482</b>	<b>\$ 3,814,000</b>	<b>\$ 3,784,000</b>



**CITY OF SALISBURY, NORTH CAROLINA**

**FIBRANT COMMUNICATIONS CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for the Year Ending June 30, 2020 and  
Actual for the Year Ended June 30, 2019

	<b><u>2019</u></b> <b><u>Actual</u></b>	<b><u>2020</u></b> <b><u>Estimate</u></b>	<b><u>2021</u></b> <b><u>Budget</u></b>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 4,091	\$ -	\$ -
Total nonoperating revenues	<u>\$ 4,091</u>	<u>\$ -</u>	<u>\$ -</u>
 Total revenues	 <u><u>\$ 4,091</u></u>	 <u><u>\$ -</u></u>	 <u><u>\$ -</u></u>

**Fibrant Communications Capital Reserve Fund****STATEMENT OF PURPOSE**

The Fibrant Communications Capital Reserve Fund was established to fund replacement costs of vehicles and computers for the Fibrant enterprise. This fund was closed during FY19 due to the lease agreement with HotWire Communications beginning September 21, 2018.

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
LEASE PURCHASE INTEREST EXP	\$ 340,000	\$ -	\$ -	\$ -	\$ -
<b>Operations Total</b>	\$ 340,000	\$ -	\$ -	\$ -	\$ -
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ 74,910	\$ -	\$ -	\$ -	\$ -
<b>Capital Total</b>	\$ 74,910	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 414,910	\$ -	\$ -	\$ -	\$ -





**CITY OF SALISBURY, NORTH CAROLINA**

**STORMWATER UTILITY FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for the Year Ending June 30, 2020 and  
Actual for the Year Ended June 30, 2019

	<b><u>2019</u></b> <b><u>Actual</u></b>	<b><u>2020</u></b> <b><u>Estimate</u></b>	<b><u>2021</u></b> <b><u>Budget</u></b>
OPERATING REVENUES:			
Charges for services	\$1,768,437	\$1,848,995	\$1,877,000
Other operating revenues	<u>13,319</u>	<u>14,852</u>	<u>9,900</u>
Total operating revenues	<u>\$1,781,756</u>	<u>\$1,863,847</u>	<u>\$1,886,900</u>
NONOPERATING REVENUES:			
Interest earned on investments	<u>\$ 23,045</u>	<u>\$ 22,000</u>	<u>\$ 8,000</u>
Total nonoperating revenues	<u>\$ 23,045</u>	<u>\$ 22,000</u>	<u>\$ 8,000</u>
Total revenues	<u><u>\$ 1,804,802</u></u>	<u><u>\$ 1,885,847</u></u>	<u><u>\$ 1,894,900</u></u>



**CITY OF SALISBURY  
FY 2020-2021 BUDGET SUMMARY  
STORMWATER UTILITY FUND**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>REVENUE</b>	\$ 1,804,802	\$ 2,045,846	\$ 1,886,900	\$ 1,894,900	\$ 1,894,900
<b>EXPENSES</b>					
<b>Personnel</b>					
REGULAR SALARIES	\$ 353,403	\$ 425,311	\$ 389,586	\$ 405,685	\$ 405,685
OVERTIME SALARIES	\$ 7,740	\$ 11,250	\$ 11,250	\$ 11,250	\$ 11,250
PART TIME SALARIES	\$ 5,130	\$ 10,440	\$ 10,481	\$ 10,481	\$ 10,481
FICA TAX	\$ 25,893	\$ 34,056	\$ 31,467	\$ 32,697	\$ 32,697
RETIREMENT	\$ 28,152	\$ 39,212	\$ 40,966	\$ 42,612	\$ 42,612
401(K) EMPLOYER CONTRIBUTION	\$ 10,745	\$ 13,042	\$ 12,025	\$ 12,509	\$ 12,509
PENSION EXPENSE - LGERS	\$ 14,865	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 86,164	\$ 102,934	\$ 105,520	\$ 98,658	\$ 98,658
LIFE INSURANCE	\$ 724	\$ 1,048	\$ 967	\$ 1,006	\$ 1,006
EMP SEC INS	\$ 246	\$ 3,008	\$ 2,783	\$ 2,888	\$ 2,888
WORKERS COMPENSATION	\$ 24,750	\$ 24,750	\$ 26,400	\$ 26,400	\$ 26,400
<b>Personnel Total</b>	<b>\$ 557,813</b>	<b>\$ 665,051</b>	<b>\$ 631,445</b>	<b>\$ 644,186</b>	<b>\$ 644,186</b>
<b>Operations</b>					
UNIFORMS	\$ 6,804	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
EXPENDABLE EQUIPMENT	\$ 1,773	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250
STORM SEWERS	\$ 24,489	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
CONSTRUCTION	\$ 5,168	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
GAS & OIL	\$ 16,314	\$ 17,164	\$ 23,577	\$ 20,581	\$ 20,581
DEPARTMENT SUPPLIES	\$ 438	\$ 500	\$ 500	\$ 500	\$ 500
TRAVEL	\$ 729	\$ 800	\$ 800	\$ 800	\$ 800
TELEPHONE	\$ -	\$ 151	\$ 150	\$ 150	\$ 150
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
POSTAGE	\$ 197	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
PRINTING	\$ 1,000	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
MAINT EQUIPMENT	\$ 18,009	\$ 23,607	\$ 23,607	\$ 23,607	\$ 23,607
MAINT ST CLEAN EQUIP	\$ 21,520	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
MAINT AUTO	\$ 11,848	\$ 12,750	\$ 13,750	\$ 13,750	\$ 13,750
VEHICLE DAMAGE REPAIR	\$ 336	\$ -	\$ -	\$ -	\$ -
COUNTY LANDFILL CHARGES	\$ 22,587	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
ADVERTISING	\$ 4,465	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
TRAINING	\$ 2,211	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 5,072	\$ 5,579	\$ 4,707	\$ 4,707	\$ 4,707
DEPRECIATION EXPENSE	\$ 93,083	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
MISCELLANEOUS EXPENSE	\$ 7,208	\$ 7,652	\$ 7,652	\$ 7,652	\$ 7,652
SPECIAL PROJECTS	\$ 118,558	\$ 363,584	\$ 432,543	\$ 396,469	\$ 396,469
EMPLOYEE ASSISTANCE PROGRAM	\$ 181	\$ 200	\$ 200	\$ 200	\$ 200
RETIREE HEALTH INSURANCE	\$ 59,318	\$ 18,299	\$ 9,607	\$ 9,065	\$ 9,065
PROFESSIONAL SERVICES	\$ 121,658	\$ 378,312	\$ 208,920	\$ 120,939	\$ 120,939
TRANSFER - CAP RESERVE FUND	\$ 137,262	\$ 153,890	\$ 159,723	\$ 159,723	\$ 159,723
CHARGES-GENERAL FUND	\$ 301,807	\$ 301,807	\$ 394,223	\$ 394,223	\$ 394,223
<b>Operations Total</b>	<b>\$ 982,285</b>	<b>\$ 1,380,795</b>	<b>\$ 1,378,307</b>	<b>\$ 1,250,714</b>	<b>\$ 1,250,714</b>

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
Capital					
Capital Total	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total	\$ 1,540,098	\$ 2,045,846	\$ 2,009,752	\$ 1,894,900	\$ 1,894,900



**STATEMENT OF PURPOSE**

To manage the City's Municipal Separate Storm Sewer System (MS4) through a program of engineering, maintenance, construction, and cleaning of the infrastructure. Provide street sweeping and seasonal leaf collection services.

**DEPARTMENTAL PERFORMANCE GOALS**

1. Oversee the City's Public Education and Outreach, Public Involvement and Participation, Illicit Discharge Detection and Elimination.
2. Coordinate with Rowan County's Construction Site Runoff Control, Post Construction Site Runoff Control, Pollution Prevention and Good Housekeeping for Municipal Operation programs to improve stormwater quality and comply with federal and state regulations.
3. Ensure compliance with federal and state Total Maximum Daily Load (TMDL) allocations to impaired waterways located inside the City.
4. Provide engineering design for capital and infrastructure improvements to the City's stormwater system.

**PERFORMANCE MEASURES**

	<b>FY 2019 Actual</b>	<b>FY 2020 Estimate</b>	<b>FY 2021 Projected</b>	<b>Goal</b>
<b>Workload</b>				
Street Cleaning, Miles Swept / Month	62	45	60	65
Pipes Cleaned, Linear Feet of Pipe / Month	94	90	90	90
Illegal Discharge Detections, Each Month	1.60	1.55	2.00	N/A
Impervious Surface Area Added, Square Feet / Month *	66,000	60,000	65,000	N/A

\* Residential and Commercial

**BUDGET REQUEST**

	<b>Actual FY18-19</b>	<b>Budgeted FY19-20</b>	<b>Requested FY20-21</b>	<b>Mgr Recommends FY20-21</b>	<b>Adopted FY20-21</b>
<b>Personnel</b>					
REGULAR SALARIES	\$ 130,651	\$ 139,220	\$ 124,821	\$ 144,244	\$ 144,244
OVERTIME SALARIES	\$ 376	\$ 250	\$ 250	\$ 250	\$ 250
PART TIME SALARIES	\$ 1,590	\$ -	\$ -	\$ -	\$ -
FICA TAX	\$ 8,524	\$ 10,528	\$ 9,568	\$ 11,053	\$ 11,053
RETIREMENT	\$ 10,287	\$ 12,414	\$ 12,783	\$ 14,768	\$ 14,768
401(K) EMPLOYER CONTRIBUTION	\$ 3,923	\$ 4,129	\$ 3,752	\$ 4,335	\$ 4,335
PENSION EXPENSE - LGERS	\$ 14,865	\$ -	\$ -	\$ -	\$ -
HEALTH CARE	\$ 26,402	\$ 27,300	\$ 28,664	\$ 26,138	\$ 26,138
LIFE INSURANCE	\$ 274	\$ 340	\$ 311	\$ 357	\$ 357
EMP SEC INS	\$ 76	\$ 952	\$ 871	\$ 999	\$ 999
WORKERS COMPENSATION	\$ 4,500	\$ 4,500	\$ 4,800	\$ 4,800	\$ 4,800
<b>Personnel Total</b>	<b>\$ 201,469</b>	<b>\$ 199,633</b>	<b>\$ 185,820</b>	<b>\$ 206,944</b>	<b>\$ 206,944</b>

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	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Operations</b>					
UNIFORMS	\$ 948	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
EXPENDABLE EQUIPMENT	\$ 303	\$ 500	\$ 500	\$ 500	\$ 500
GAS & OIL	\$ 1,221	\$ 1,428	\$ 1,422	\$ 1,222	\$ 1,222
DEPARTMENT SUPPLIES	\$ 438	\$ 500	\$ 500	\$ 500	\$ 500
TRAVEL	\$ 729	\$ 800	\$ 800	\$ 800	\$ 800
TELEPHONE	\$ -	\$ 151	\$ 150	\$ 150	\$ 150
CELL PHONE STIPEND	\$ -	\$ -	\$ 1,848	\$ 1,848	\$ 1,848
POSTAGE	\$ 197	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
PRINTING	\$ 1,000	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
MAINT AUTO	\$ 2,052	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750
ADVERTISING	\$ 4,465	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
TRAINING	\$ 2,211	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
INSURANCE PREMIUMS	\$ 576	\$ 634	\$ 385	\$ 385	\$ 385
DEPRECIATION EXPENSE	\$ 93,083	\$ -	\$ -	\$ -	\$ -
DUES & SUBSCRIPTIONS	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
MISCELLANEOUS EXPENSE	\$ 4,639	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
SPECIAL PROJECTS	\$ 118,558	\$ 363,584	\$ 432,543	\$ 396,469	\$ 396,469
EMPLOYEE ASSISTANCE PROGRAM	\$ 181	\$ 200	\$ 200	\$ 200	\$ 200
RETIREE HEALTH INSURANCE	\$ 59,318	\$ 18,299	\$ 9,607	\$ 9,065	\$ 9,065
PROFESSIONAL SERVICES	\$ 121,658	\$ 378,312	\$ 208,920	\$ 120,939	\$ 120,939
TRANSFER - CAP RESERVE FUND	\$ 25,427	\$ 8,622	\$ 10,961	\$ 10,961	\$ 10,961
CHARGES-GENERAL FUND	\$ 301,807	\$ 301,807	\$ 394,223	\$ 394,223	\$ 394,223
<b>Operations Total</b>	<b>\$ 739,061</b>	<b>\$ 1,092,837</b>	<b>\$ 1,080,059</b>	<b>\$ 955,262</b>	<b>\$ 955,262</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 940,530</b>	<b>\$ 1,292,470</b>	<b>\$ 1,265,879</b>	<b>\$ 1,162,206</b>	<b>\$ 1,162,206</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Assistant Public Works Director	0	0	0	1	1
Stormwater Engineer	1	1	1	0	0
Stormwater Technician	0	0	1	1	1
Stormwater Specialist	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL <sup>1</sup>	2	2	2	2	2

<sup>1</sup>Positions reclassified

## Street Cleaning

831

### DEPARTMENTAL PERFORMANCE GOALS

Routinely sweep, wash, and remove debris from streets to prevent sedimentation of drainage structures and prevent unsafe conditions. Clean downtown sidewalks, streets, and city parking facilities to provide aesthetic enhancements to public properties.

### BUDGET REQUEST

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 47,919	\$ 109,119	\$ 103,948	\$ 102,592	\$ 102,592
OVERTIME SALARIES	\$ 2,123	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
FICA TAX	\$ 3,624	\$ 8,578	\$ 8,182	\$ 8,078	\$ 8,078
RETIREMENT	\$ 3,858	\$ 10,114	\$ 10,930	\$ 10,793	\$ 10,793
401(K) EMPLOYER CONTRIBUTION	\$ 1,469	\$ 3,364	\$ 3,208	\$ 3,168	\$ 3,168
HEALTH CARE	\$ 14,331	\$ 29,889	\$ 28,821	\$ 27,195	\$ 27,195
LIFE INSURANCE	\$ 113	\$ 270	\$ 257	\$ 255	\$ 255
EMP SEC INS	\$ 63	\$ 756	\$ 721	\$ 712	\$ 712
WORKERS COMPENSATION	\$ 6,750	\$ 6,750	\$ 7,200	\$ 7,200	\$ 7,200
<b>Personnel Total</b>	<b>\$ 80,250</b>	<b>\$ 171,840</b>	<b>\$ 166,267</b>	<b>\$ 162,993</b>	<b>\$ 162,993</b>
<b>Operations</b>					
UNIFORMS	\$ 2,766	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
EXPENDABLE EQUIPMENT	\$ 193	\$ 500	\$ 500	\$ 500	\$ 500
GAS & OIL	\$ 6,570	\$ 4,517	\$ 11,972	\$ 10,383	\$ 10,383
MAINT ST CLEAN EQUIP	\$ 21,520	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
MAINT AUTO	\$ 9,796	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
COUNTY LANDFILL CHARGES	\$ 22,587	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
INSURANCE PREMIUMS	\$ 2,635	\$ 2,898	\$ 2,525	\$ 2,525	\$ 2,525
MISCELLANEOUS EXPENSE	\$ 463	\$ 500	\$ 500	\$ 500	\$ 500
TRANSFER - CAP RESERVE FUND	\$ 32,689	\$ 99,122	\$ 71,078	\$ 71,078	\$ 71,078
<b>Operations Total</b>	<b>\$ 99,217</b>	<b>\$ 158,037</b>	<b>\$ 137,075</b>	<b>\$ 135,486</b>	<b>\$ 135,486</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 179,467</b>	<b>\$ 329,877</b>	<b>\$ 303,342</b>	<b>\$ 298,479</b>	<b>\$ 298,479</b>

### PERSONNEL DETAIL

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Maintenance Worker I/II/III/Sr. <sup>1</sup>	0	3	3	3	3
Equipment Operator <sup>1</sup>	<u>3</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL	3	3	3	3	3

<sup>1</sup>Positions reclassified

**Storm Drainage**
**832**
**DEPARTMENTAL PERFORMANCE GOALS**

Provide a maintenance program to clean, construct, and repair culverts, catch basins, and related drainage structures on a regular maintenance schedule to ensure effective and efficient run-off of rainwater to minimize local flooding.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 95,634	\$ 64,731	\$ 54,106	\$ 53,598	\$ 53,598
OVERTIME SALARIES	\$ 3,263	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
FICA TAX	\$ 7,401	\$ 5,028	\$ 4,216	\$ 4,177	\$ 4,177
RETIREMENT	\$ 7,741	\$ 5,929	\$ 5,632	\$ 5,580	\$ 5,580
401(K) EMPLOYER CONTRIBUTION	\$ 2,952	\$ 1,972	\$ 1,654	\$ 1,638	\$ 1,638
HEALTH CARE	\$ 25,054	\$ 18,298	\$ 19,214	\$ 18,130	\$ 18,130
LIFE INSURANCE	\$ 183	\$ 160	\$ 134	\$ 133	\$ 133
EMP SEC INS	\$ 36	\$ 449	\$ 376	\$ 372	\$ 372
WORKERS COMPENSATION	\$ 4,500	\$ 4,500	\$ 4,800	\$ 4,800	\$ 4,800
<b>Personnel Total</b>	<b>\$ 146,763</b>	<b>\$ 102,067</b>	<b>\$ 91,132</b>	<b>\$ 89,428</b>	<b>\$ 89,428</b>
<b>Operations</b>					
UNIFORMS	\$ 1,941	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
EXPENDABLE EQUIPMENT	\$ 758	\$ 750	\$ 750	\$ 750	\$ 750
STORM SEWERS	\$ 24,489	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
CONSTRUCTION	\$ 5,168	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
GAS & OIL	\$ 5,794	\$ 7,336	\$ 6,027	\$ 5,468	\$ 5,468
MAINT EQUIPMENT	\$ 3,367	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
MAINT AUTO	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
VEHICLE DAMAGE REPAIR	\$ 336	\$ -	\$ -	\$ -	\$ -
INSURANCE PREMIUMS	\$ 1,539	\$ 1,693	\$ 1,464	\$ 1,464	\$ 1,464
TRANSFER - CAP RESERVE FUND	\$ 20,796	\$ 33,296	\$ 65,184	\$ 65,184	\$ 65,184
<b>Operations Total</b>	<b>\$ 64,188</b>	<b>\$ 91,075</b>	<b>\$ 122,425</b>	<b>\$ 121,866</b>	<b>\$ 121,866</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 210,951</b>	<b>\$ 193,142</b>	<b>\$ 213,557</b>	<b>\$ 211,294</b>	<b>\$ 211,294</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Maintenance Worker I/II/III/Sr.	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>



**DEPARTMENTAL PERFORMANCE GOALS**

Provide curbside loose leaf collection during the fall and winter months on a rotating schedule, approximately every three weeks.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
REGULAR SALARIES	\$ 79,199	\$ 112,241	\$ 106,711	\$ 105,251	\$ 105,251
OVERTIME SALARIES	\$ 1,979	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
PART TIME SALARIES	\$ 3,540	\$ 10,440	\$ 10,481	\$ 10,481	\$ 10,481
FICA TAX	\$ 6,344	\$ 9,922	\$ 9,501	\$ 9,389	\$ 9,389
RETIREMENT	\$ 6,266	\$ 10,755	\$ 11,621	\$ 11,471	\$ 11,471
401(K) EMPLOYER CONTRIBUTION	\$ 2,401	\$ 3,577	\$ 3,411	\$ 3,368	\$ 3,368
HEALTH CARE	\$ 20,377	\$ 27,447	\$ 28,821	\$ 27,195	\$ 27,195
LIFE INSURANCE	\$ 154	\$ 278	\$ 265	\$ 261	\$ 261
EMP SEC INS	\$ 71	\$ 851	\$ 815	\$ 805	\$ 805
WORKERS COMPENSATION	\$ 9,000	\$ 9,000	\$ 9,600	\$ 9,600	\$ 9,600
<b>Personnel Total</b>	<b>\$ 129,331</b>	<b>\$ 191,511</b>	<b>\$ 188,226</b>	<b>\$ 184,821</b>	<b>\$ 184,821</b>
<b>Operations</b>					
UNIFORMS	\$ 1,150	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
EXPENDABLE EQUIPMENT	\$ 520	\$ 500	\$ 500	\$ 500	\$ 500
GAS & OIL	\$ 2,729	\$ 3,883	\$ 4,156	\$ 3,508	\$ 3,508
MAINT EQUIPMENT	\$ 14,642	\$ 17,607	\$ 17,607	\$ 17,607	\$ 17,607
INSURANCE PREMIUMS	\$ 322	\$ 354	\$ 333	\$ 333	\$ 333
MISCELLANEOUS EXPENSE	\$ 2,106	\$ 2,152	\$ 2,152	\$ 2,152	\$ 2,152
TRANSFER - CAP RESERVE FUND	\$ 58,350	\$ 12,850	\$ 12,500	\$ 12,500	\$ 12,500
<b>Operations Total</b>	<b>\$ 79,818</b>	<b>\$ 38,846</b>	<b>\$ 38,748</b>	<b>\$ 38,100</b>	<b>\$ 38,100</b>
<b>Capital</b>					
<b>Capital Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Grand Total</b>	<b>\$ 209,150</b>	<b>\$ 230,357</b>	<b>\$ 226,974</b>	<b>\$ 222,921</b>	<b>\$ 222,921</b>

**PERSONNEL DETAIL**

Position Title	Authorized FY 18-19	Authorized FY 19-20	Requested FY 20-21	Mgr. Recommends FY 20-21	Adopted FY 20-21
Equipment Operator <sup>1</sup>	2	0	0	0	0
Crew Leader	1	1	1	1	1
Maintenance Worker I/II/III/Sr. <sup>1</sup>	0	2	2	2	2
Seasonal/Part-Time Pool	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>1</sup>Position reclassified



**CITY OF SALISBURY, NORTH CAROLINA**

**STORMWATER CAPITAL RESERVE FUND**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for the Year Ending June 30, 2020 and  
Actual for the Year Ended June 30, 2019

	<b><u>2019 Actual</u></b>	<b><u>2020 Estimate</u></b>	<b><u>2021 Budget</u></b>
NONOPERATING REVENUES:			
Interest earned on investments	\$ 5,846	\$ 7,506	\$ 2,500
Total miscellaneous	<u>\$ 5,846</u>	<u>\$ 7,506</u>	<u>\$ 2,500</u>
OTHER FINANCING SOURCES:			
Operating transfer from Stormwater Fund	\$ 137,262	\$ 153,890	\$ 159,723
Interfund revenues	<u>296,006</u>	<u>-</u>	<u>-</u>
Total other financing sources	<u>\$ 433,268</u>	<u>\$ 153,890</u>	<u>\$ 159,723</u>
 Total revenues and other financing sources	 <u><u>\$ 439,114</u></u>	 <u><u>\$ 161,396</u></u>	 <u><u>\$ 162,223</u></u>



## Stormwater Capital Reserve

### STATEMENT OF PURPOSE

The Stormwater Capital Reserve funds replacement cost of Stormwater Utility Fund vehicles and computers and accrues reserves for future purchases.

### BUDGET REQUEST

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
TRANSFER - CAP RESERVE FUND	\$ -	\$ -	\$ 55,104	\$ 55,104	\$ 55,104
EQUIPMENT REPLACEMENT RESERV	\$ -	\$ 72,210	\$ -	\$ 103,720	\$ 103,720
<b>Operations Total</b>	\$ -	\$ 72,210	\$ 55,104	\$ 158,824	\$ 158,824
<b>Capital</b>					
CAPITAL OUTLAY - EQUIPMENT	\$ -	\$ 84,680	\$ 144,212	\$ -	\$ -
C O COMPUTER EQUIPMENT	\$ -	\$ -	\$ 3,399	\$ 3,399	\$ 3,399
<b>Capital Total</b>	\$ -	\$ 84,680	\$ 147,611	\$ 3,399	\$ 3,399
<b>Grand Total</b>	\$ -	\$ 156,890	\$ 202,715	\$ 162,223	\$ 162,223

### CAPITAL OUTLAY

	Requested FY 20-21	Mgr Recommends FY 20-21	Adopted FY 20-21
Computer Equipment Replacement	\$ 3,000	\$ 3,000	\$ 3,000
Replace Phone System	399	399	399
Replace SW39803 w/ like Pull Behind Leaf Vac	72,106	-	-
Replace SW30105 w/ like Pull Behind Leaf Vac	72,106	-	-
<b>Total Capital Outlay</b>	<b>\$ 147,611</b>	<b>\$ 3,399</b>	<b>\$ 3,399</b>

**CITY OF SALISBURY, NORTH CAROLINA**

**SPECIAL REVENUE FUNDS**

**STATEMENT OF REVENUES  
AND OTHER FINANCING SOURCES**

For the Year Ending June 30, 2021  
With Estimated Actual for the Year Ending June 30, 2020 and  
Actual for the Year Ended June 30, 2019

	<b>2019 Actual</b>	<b>2020 Estimate</b>	<b>2021 Budget</b>
REVENUES:			
Intergovernmental:			
Federal	\$ 404,739	\$ 406,520	\$ 411,845
Cares Act Funds	-	168,950	-
Miscellaneous:			
Other	\$ 94,041	\$ 32,412	\$ 20,000
 Total revenues	 \$ 498,780	 \$ 607,882	 \$ 431,845

**Special Revenue Funds****STATEMENT OF PURPOSE**

The Special Revenue Funds account for the operations of the City's Community Development programs as financed by the U.S. Department of Housing & Urban Development and the Cabarrus/Iredell/Rowan HOME Consortium.

**BUDGET REQUEST**

	Actual FY18-19	Budgeted FY19-20	Requested FY20-21	Mgr Recommends FY20-21	Adopted FY20-21
<b>Personnel</b>					
<b>Personnel Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Operations</b>					
<b>Operations Total</b>	\$ 530,860	\$ 472,795	\$ 431,845	\$ 431,845	\$ 431,845
<b>Capital</b>					
<b>Capital Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Grand Total</b>	\$ 530,860	\$ 472,795	\$ 431,845	\$ 431,845	\$ 431,845



**CITY OF SALISBURY, NORTH CAROLINA**

**INTERNAL SERVICE FUNDS**

**FINANCIAL PLAN**

For the Year Ending June 30, 2021

The following are the estimated revenues and expenditures for Internal Service Fund for Employee Health Care:

**REVENUES**

Charges for Services	\$ 6,688,322
Interest Earned on Investments	10,000
Total Revenues	<u>\$ 6,698,322</u>

**EXPENDITURES**

Employee Benefits	\$ 6,656,522
Miscellaneous Expenditures	41,800
Total Expenditures	<u>\$ 6,698,322</u>

The following are the estimated revenues and expenditures for Internal Service Fund for Workers' Compensation:

**REVENUES**

Charges for Services	\$ 1,101,600
Interest Earned on Investments	7,000
Appropriate from Reserves	149,905
Total Revenues	<u>\$ 1,258,505</u>

**EXPENDITURES**

Employee Benefits	<u>\$ 1,258,505</u>
Total Expenditures	<u>\$ 1,258,505</u>



## Capital Improvement Program

The City of Salisbury's ten year capital improvement program (CIP) outlines the City's vision for achieving the goals, objectives, and service levels desired by the Council. The purpose of this program is to forecast and match projected annual revenues with major capital needs over the next ten years. Capital planning is an important management tool that strengthens the linkages between the community's infrastructure needs and the financial capacity of the City.

The City defines CIP capital expenditures as any expenditure greater than \$10,000, results in the acquisition of a fixed asset, and has a useful life greater than three years. Items included in the CIP are those that involve acquisition, renovation, or construction of a single fixed asset greater than \$10,000, equipment purchases, land purchases not associated with another CIP project, capital road maintenance, or construction costs greater than \$10,000 (excluding recurring or routine maintenance projects).

The City engages the services of WR-Martin Management Consultants to annually update the CIP. As part of this engagement, the Council holds two CIP work sessions with staff each fiscal year to review both the forecasted revenues and potential capital expenditures that are reflected in the CIP. This practice allows the Council to thoughtfully and deliberately discuss the capital needs in an on-going fashion and to be better informed during the budget review and adoption process. **Due to the financial uncertainties related to COVID-19, the FY2021-2030 General Fund CIP was discontinued until a later date. Only the Water & Sewer Fund CIP was prepared.**

The annual update of the CIP is to ensure that it addresses new and changing priorities within the City. Each page of the CIP includes the following:

- A project name
- The responsible City department
- A project description and how it addresses a City goal
- The funding source
- A ten year financial summary chart
- A description of the financial impact on operations and/or debt service, if applicable

With careful capital planning, the Council can address the ongoing needs of the community now, and prepare for future needs. The following pages are submitted for your review and approval.



Water and Sewer Camera Van



Water and Sewer Water Tower



Water and Sewer Construction



**City of Salisbury**  
**10 Year Capital Improvement Program**

**Water & Sewer Fund**

10 - Year CIP Summary	15 - 4
Administration	15 - 6
Raw Water	15 - 7
Water Treatment Plant	15 - 11
Water Distribution	15 - 13
Sanitary Sewer Collections	15 - 18
Sanitary Sewer Lift Stations	15 - 21
Wastewater Treatment Plant	15 - 22
Wastewater Treatment	15 - 23

**City of Salisbury**  
**10 Year Capital Improvement Program**  
**Water & Sewer Fund**

Department	Project Name	Fiscal Year				
		2021	2022	2023	2024	2025
Administration	Maintenance Building Up fit (Cemetery Street)	100,000	-	-	-	-
Raw Water	Raw Water Pump Station Improvements					
	Raw Water Piping 24" Concrete Pipe	-	150,000	-	-	-
	Electrical System Upgrade	-	100,000	-	-	-
	Intake Wing Wall Rehab	-	220,000	-	-	-
Raw Water	Raw Water Reservoir Dredging	-	200,000	-	-	-
Raw Water	Raw Water NEW Raw Water Pump Station					
	New Raw Water Pump Station Design	200,000	500,000	-	-	-
	New Raw Water Pump Station Construction	-	-	5,350,000	5,350,000	-
Raw Water	Water Treatment Raw Water Reservoir (30MG)	-	-	-	-	3,000,000
Water Treatment Plant	Security Improvements	-	100,000	-	-	-
Water Treatment Plant	Water Treatment Plant Upgrades					
	Control Room Upgrade	-	1,000,000	1,000,000	-	-
	Finished Water Clearwell Storage	-	-	-	-	-
Water Distribution	Water Line Extensions					
	Water Extensions	250,000	250,000	250,000	250,000	250,000
	Granite Quarry Secondary Waterline	-	500,000	-	-	-
	Rockwell Secondary Waterline	-	500,000	-	-	-
Water Distribution	Water Line Rehab/Replacement	400,000	450,000	500,000	550,000	600,000
Water Distribution	Galvanized Service Replacement Program	-	-	-	-	-
Water Distribution	Elevated Water Storage Tanks	-	-	-	-	-
Water Distribution	Water Distribution Asset Management Contingency	-	200,000	200,000	200,000	200,000
Sanitary Sewer Collections	Sanitary Sewer Extensions	250,000	250,000	250,000	250,000	250,000
Sanitary Sewer Collections	Sanitary Sewer Line Rehabilitation (I&I Reduction)	400,000	450,000	500,000	550,000	600,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation					
	Grant Creek Interceptor Rehab	250,000	500,000	1,000,000	1,000,000	-
	Town Creek Interceptor Rehab	-	-	-	-	-
	Crane Creek Interceptor Rehab	-	-	-	-	1,000,000
Sanitary Sewer Lift Stations	Upgrades & Eliminations					
	Eliminations (Hitachi LS)	-	600,000	-	-	-
	Eliminations (St Luke LS)	-	883,085	-	-	-
Wastewater Treatment Plant	WWTP Improvements					
	Town Creek Access Road Remote	-	500,000	-	-	-
	Septage Receiving Station	-	500,000	-	-	-
	Nutrient Removal Facility	-	-	-	-	-
Wastewater Treatment	Wastewater Treatment Asset Management Contingency	-	250,000	250,000	250,000	250,000
		<b>1,850,000</b>	<b>8,103,085</b>	<b>9,300,000</b>	<b>8,400,000</b>	<b>6,150,000</b>

**City of Salisbury  
10 Year Capital Improvement Program  
Water & Sewer Fund**

<b>Department</b>	<b>Project Name</b>	<b>2026</b>	<b>2027</b>	<b>Fiscal Year 2028</b>	<b>2029</b>	<b>2030</b>	<b>10 Year Total</b>
Administration	Maintenance Building Up fit (Cemetery Street)	-	-	-	-	-	100,000
Raw Water	Raw Water Pump Station Improvements						
	Raw Water Piping 24" Concrete Pipe	-	-	-	-	-	150,000
	Electrical System Upgrade	-	-	-	-	-	100,000
	Intake Wing Wall Rehab	-	-	-	-	-	220,000
Raw Water	Raw Water Reservoir Dredging	-	-	-	-	-	200,000
Raw Water	Raw Water NEW Raw Water Pump Station						
	New Raw Water Pump Station Design	-	-	-	-	-	700,000
	New Raw Water Pump Station Construction	-	-	-	-	-	10,700,000
Raw Water	Water Treatment Raw Water Reservoir (30MG)	3,000,000	-	-	-	-	6,000,000
Water Treatment Plant	Security Improvements	-	-	-	-	-	100,000
Water Treatment Plant	Water Treatment Plant Upgrades						
	Control Room Upgrade	-	-				2,000,000
	Finished Water Clearwell Storage	2,000,000	-	-	-	-	2,000,000
Water Distribution	Water Line Extensions						
	Water Extensions	250,000	250,000	250,000	250,000	250,000	2,500,000
	Granite Quarry Secondary Waterline	-	-	-	-	-	500,000
	Rockwell Secondary Waterline	-	-	-	-	-	500,000
Water Distribution	Water Line Rehab/Replacement	650,000	700,000	750,000	800,000	850,000	6,250,000
Water Distribution	Galvanized Service Replacement Program	1,000,000	1,000,000	2,000,000	-	-	4,000,000
Water Distribution	Elevated Water Storage Tanks	-	-	-	2,000,000	-	2,000,000
Water Distribution	Water Distribution Asset Management Contingency	200,000	200,000	200,000	200,000	200,000	1,800,000
Sanitary Sewer Collections	Sanitary Sewer Extensions	250,000	250,000	250,000	250,000	250,000	2,500,000
Sanitary Sewer Collections	Sanitary Sewer Line Rehabilitation (I&I Reduction)	650,000	700,000	750,000	800,000	850,000	6,250,000
Sanitary Sewer Collections	Sanitary Sewer Interceptor Rehabilitation						
	Grant Creek Interceptor Rehab	-	-	-	1,000,000	1,000,000	4,750,000
	Town Creek Interceptor Rehab	-	1,000,000	1,000,000	-	-	2,000,000
	Crane Creek Interceptor Rehab	1,000,000	-	-	-	-	2,000,000
Sanitary Sewer Lift Stations	Upgrades & Eliminations						
	Eliminations (Hitachi LS)	-	-	-	-	-	600,000
	Eliminations (St Luke LS)	-	-	-	-	-	883,085
Wastewater Treatment Plant	WWTP Improvements						
	Town Creek Access Road Remote	-	-	-	-	-	500,000
	Septage Receiving Station	-	-	-	-	-	500,000
	Nutrient Removal Facility	6,000,000	6,000,000	-	-	-	12,000,000
Wastewater Treatment	Wastewater Treatment Asset Management Contingency	250,000	250,000	250,000	250,000	250,000	2,250,000
		<b>15,250,000</b>	<b>10,350,000</b>	<b>5,450,000</b>	<b>5,550,000</b>	<b>3,650,000</b>	<b>74,053,085</b>

## Capital Improvement Program FY 2021-30

**Project Name:** Maintenance Building Upfit (Cemetery St.)

**Department:** Administration

**Project Description:** The vulnerability assessment mandated by the Environmental Protection Agency (EPA) in FY04 identified utility sites and facilities where security improvements need to be implemented. The recent acquisition of property adjacent to the Water Treatment Plant will allow for additional perimeter fencing that will further limit access to City-owned property in and around the plant.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	100										100
Other											-
<b>Capital Total</b>	<b>100</b>	-	-	-	-	-	-	-	-	-	100

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Pump Station Improvements

**Department:** Raw Water

**Project Description:** An existing section of the 24" concrete pipe that conveys raw water from the pump station to the reservoirs needs to be replaced. Additionally, the electrical system needs to be upgraded and the intake wing wall is scheduled for rehabilitation.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		470									470
Other											-
<b>Capital Total</b>	-	470	-	-	-	-	-	-	-	-	470

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Reservoir Dredging

**Department:** Raw Water

**Project Description:** Both raw water reservoirs have accumulated sediment over the years and will require dredging. Removing the accumulated sediment will increase current raw water storage capacities.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction											-
Other		200									200
<b>Capital Total</b>	-	200	-	-	-	-	-	-	-	-	200

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** New Raw Water Pump Station

**Department:** Raw Water

**Project Description:** The existing Raw Water Pump Station was constructed in 1917 and expanded to its current size in the 1950s. In 1968, a new intake was constructed with a withdrawal capacity of 24 MGD. However, all of the structures were built near the river, and sedimentation created by the ALCOA Yadkin project causes severe flooding. This is the only supply of water for the City of Salisbury and much of Rowan County. The station is both inaccessible and potentially vulnerable during flood events. A need exists to build a new raw water pump station at a location out of the floodplain, as well as increase withdrawal capacity for future system demands.

**Proposed Funding Source:** Water & Sewer Revenue Bonds (20 years)

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design	200	500									700
Construction			5,350	5,350							10,700
Other											-
<b>Capital Total</b>	<b>200</b>	<b>500</b>	<b>5,350</b>	<b>5,350</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,400</b>

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operation											-
Debt Cost			394	1,391	1,391	1,391	1,391	1,391	1,391	1,391	10,131
<b>Operating Total</b>	<b>-</b>	<b>-</b>	<b>394</b>	<b>1,391</b>	<b>1,391</b>	<b>1,391</b>	<b>1,391</b>	<b>1,391</b>	<b>1,391</b>	<b>1,391</b>	<b>10,131</b>

**Capital Improvement Program FY 2021-30****Project Name:** Raw Water Reservoir (30MG)**Department:** Raw Water

**Project Description:** This project includes the design and construction of a new 30 million gallon (30 MG) raw water reservoir. State regulations require a minimum of five days of off-site storage in the event of equipment failure or poor raw water quality. With the expansion of the Water Treatment Plant to 24 MGD, additional reservoir capacity will be needed for the protection of the system.

**Proposed Funding Source:** Water & Sewer Revenue Bonds (20 years)

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											
Construction					3,000	3,000					6,000
Other											-
<b>Capital Total</b>	-	-	-	-	3,000	3,000	-	-	-	-	6,000

**Operating Fund Impact:** Some impact on operations through higher debt service costs.

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>OPERATING IMPACT</b> <i>(in thousands)</i>											
Operating											-
Debt Cost					150	528	528	528	528	528	2,790
<b>Operating Total</b>	-	-	-	-	150	528	528	528	528	528	2,790



## Capital Improvement Program FY 2021-30

**Project Name:** Water Plant Security Improvements

**Department:** Water Treatment Plant

**Project Description:** The vulnerability assessment mandated by the Environmental Protection Agency (EPA) in FY04 identified utility sites and facilities where security improvements need to be implemented. The recent acquisition of property adjacent to the Water Treatment Plant will allow for additional perimeter fencing that will further limit access to City-owned property in and around the plant.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction		100									100
Other											-
<b>Capital Total</b>	-	100	-	-	-	-	-	-	-	-	100

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Water Plant Upgrades

**Department:** Water Treatment Plant

**Project Description:** Improvements include rehabilitating or bypassing the sedimentation basins in order to improve operational efficiencies. Other upgrades include an improved upgrade to the control room and the addition of a finished water clearwell.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		1,000	1,000			2,000					4,000
Other											-
<b>Capital Total</b>	-	1,000	1,000	-	-	2,000	-	-	-	-	4,000

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Water Extensions

**Department:** Water Distribution

**Project Description:** Currently, a single water main feeds the distribution system supplying the towns of Granite Quarry and Rockwell. Multiple feeds would provide a redundant source of water and also improve the hydraulic characteristics of the distribution system. Funding for future waterline extensions for the City of Salisbury, towns of China Grove, Granite Quarry, Rockwell, and Spencer, as well as Rowan County, is also proposed.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	250	1,250	250	250	250	250	250	250	250	250	3,500
Other											-
<b>Capital Total</b>	<b>250</b>	<b>1,250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>3,500</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Water Line Rehab/Replacement

**Department:** Water Distribution

**Project Description:** Much of the existing distribution system, installed 50-70 years ago, is approaching the end of its useful life. Pipe condition, as well as capacity, will require rehabilitation or replacement in the coming years. Some of this work will be accomplished utilizing trenchless rehabilitation techniques in order to minimize above ground disruptions. However, significant upsizing will require traditional "dig-and-replace" construction

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction	400	450	500	550	600	650	700	750	800	850	6,250
Other											-
<b>Capital Total</b>	<b>400</b>	<b>450</b>	<b>500</b>	<b>550</b>	<b>600</b>	<b>650</b>	<b>700</b>	<b>750</b>	<b>800</b>	<b>850</b>	<b>6,250</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Galvanized Service Replacement Program

**Department:** Water Distribution

**Project Description:** Due to recent national incidents involving lead in drinking water, it is anticipated that future regulatory action will require an elimination of lead piping in drinking water systems. While lead services do not exist in the distribution system, lead "goosenecks" were previously used to connect galvanized service lines to the water main. SRU is in the process of identifying galvanized service lines throughout the system in preparation for a future replacement initiative.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction						1,000	1,000	2,000			4,000
Other											-
<b>Capital Total</b>	-	-	-	-	-	1,000	1,000	2,000	-	-	4,000

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Elevated Water Storage Tanks

**Department:** Water Distribution

**Project Description:** The existing tanks were located to accommodate the present system. With the expansion of the water system to supply a larger service area, the need for additional storage will be necessary. This will help buffer high-demand periods at the Water Treatment Plant, correct pressure problems, and provide fire protection. Tanks will be needed in the future along Highway 70 and Highway 29 corridors, as demand grows.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction									2,000		2,000
Other											-
<b>Capital Total</b>	-	-	-	-	-	-	-	-	2,000	-	2,000

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Asset Management Contingency

**Department:** Water Distribution

**Project Description:** SRU received funding from the NC State Water Infrastructure Authority for an Asset Inventory & Assessment Grant. It is expected that additional capital improvement needs will be identified through the course of evaluating existing infrastructure assets and subsequent management plans. More detailed cost estimates will be developed as specific projects are named, and the CIP will be adjusted.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction		200	200	200	200	200	200	200	200	200	1,800
Other											-
<b>Capital Total</b>	-	200	200	200	200	200	200	200	200	200	1,800

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Sanitary Sewer Extensions

**Department:** Sanitary Sewer Collections

**Project Description:** Economic development and environmentally sensitive areas will require the extension of sanitary sewer service. Funding for future sewer extensions for the City of Salisbury, towns of China Grove, Granite Quarry, Rockwell, and Spencer, as well as Rowan County, is proposed.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	250	250	250	250	250	250	250	250	250	250	2,500
Other											-
<b>Capital Total</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>2,500</b>

**Operating Fund Impact:** None



## Capital Improvement Program FY 2021-30

**Project Name** Sanitary Sewer Line Rehabilitation (I&I Reduction)

**Department:** Sanitary Sewer Collections

**Project Description:** Repair aging infrastructure to be in compliance with state and federal standards once identified through regular, mandated inspections. Inflow & Infiltration (I&I) is a significant problem, as it strains existing wastewater treatment plant and sewer lift station capacity, causing occasional overflows and spills. Manholes, sanitary sewer mains, and cross connections identified by SRU staff may be targeted for major repair or replacement using this funding. Rehabilitation projects may consist of replacement, realignment, trenchless rehab, or an upgrade in pipe size to increase capacity.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	400	450	500	550	600	650	700	750	800	850	6,250
Other											-
<b>Capital Total</b>	<b>400</b>	<b>450</b>	<b>500</b>	<b>550</b>	<b>600</b>	<b>650</b>	<b>700</b>	<b>750</b>	<b>800</b>	<b>850</b>	<b>6,250</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Sanitary Sewer Interceptor Rehabilitation

**Department:** Sanitary Sewer Collections

**Project Description:** Much of the existing gravity interceptors were installed 30-40 years ago and are approaching the end of useful life. Pipe condition, as well as capacity, will require rehabilitation or replacement in the coming years. Some of this work will be accomplished utilizing trenchless rehabilitation techniques in order to minimize above ground disruptions. However, significant upsizing will require traditional "dig-and-replace" construction. Assessments are planned for the older sections of the Grants Creek, Town Creek, and Crane Creek interceptors in the next one-two years.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> ( <i>in thousands</i> )											
Design											-
Construction	250	500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	8,750
Other											-
<b>Capital Total</b>	<b>250</b>	<b>500</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>	<b>8,750</b>

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Lift Stations Upgrades & Eliminations

**Department:** Sanitary Sewer Lift Stations

**Project Description:** Sanitary sewer lift stations create a single point of failure and often limit capacity in the collection system, with higher operational and maintenance costs. When possible, lift stations are eliminated through the installation of gravity sewer extensions. Hitachi (FY22) and St. Luke's (FY22) are scheduled for elimination. Crane Creek lift station cannot be eliminated and is currently under design for improvements that will increase efficiency and capacity, as well as operational redundancy.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		1,483									1,483
Other											-
<b>Capital Total</b>	-	1,483	-	-	-	-	-	-	-	-	1,483

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Wastewater Treatment Plant Improvements

**Department:** Wastewater Treatment Plant

**Project Description:** Improvements and upgrades to the wastewater treatment facilities are required in order to maintain regulatory compliance and repair/replace aging equipment.

Projects include:

- Town Creek access road re-route
- Septage receiving station
- Nutrient removal upgrades

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		1,000				6,000	6,000				13,000
Other											-
<b>Capital Total</b>	-	1,000	-	-	-	6,000	6,000	-	-	-	13,000

**Operating Fund Impact:** None

## Capital Improvement Program FY 2021-30

**Project Name:** Asset Management Contingency

**Department:** Wastewater Treatment

**Project Description:** SRU received funding from the NC State Water Infrastructure Authority for an Asset Inventory & Assessment Grant. It is expected that additional capital improvement needs will be identified through the course of evaluating existing infrastructure assets and subsequent management plans. More detailed cost estimates will be developed as specific projects are named, and the CIP will be adjusted.

**Proposed Funding Source:** Water & Sewer Fund

	FY-21	FY-22	FY-23	FY-24	FY-25	FY-26	FY-27	FY-28	FY-29	FY-30	Total
<b>CAPITAL FUNDING</b> <i>(in thousands)</i>											
Design											-
Construction		250	250	250	250	250	250	250	250	250	2,250
Other											-
<b>Capital Total</b>	-	250	250	250	250	250	250	250	250	250	2,250

**Operating Fund Impact:** None



**DEBT MANAGEMENT PROGRAM**

**OUTSTANDING DEBT**

As of June 30, 2020, the City of Salisbury will have \$78,147,576 in outstanding debt for all funds. The type of debt with the breakdown between funds is shown below:

General Fund:	
Installment Purchases	\$ <u>9,141,998</u>
Water and Sewer Fund:	
Revenue Bonds	\$ 45,915,438
Capital Leases/Installment Purchases	<u>1,593,140</u>
	\$ <u>47,508,578</u>
Fibrant Communications Fund:	
Installment Purchases	\$ <u>21,415,000</u>
HUD Fund:	
Section 108 Loan	\$ <u>82,000</u>
Total	\$ <u>78,147,576</u>

**General Fund/General Fund Capital Reserve Fund**

The City has entered into various installment purchase contracts to finance the acquisition and renovation of various equipment and facilities. These installment purchase contracts are as follows:

	<b><u>Balance</u></b> <b><u>June 30, 2020</u></b>
\$3,565,680 Installment Purchase Contract for construction and facilities improvements, rate of 3.83%, issued May 2006, payable in 30 semi-annual payments of \$118,856 principal plus interest, maturing serially to 2021	\$ 237,712
\$2,417,601 Installment Purchase Contract to purchase telecommunications equipment, rate of 1.85%, issued August 2013, payable in 20 semi-annual payments of \$120,880 principal plus interest, maturing serially to 2024	846,160
\$1,962,188 Installment Purchase Contract to purchase new fire trucks, rate of 2.68%, issued March 2018, payable in 12 semi-annual payments of \$163,515 principal plus interest, maturing serially to 2024	1,308,126
\$7,500,000 Installment Purchase Contract for construction of Fire Station 6 dated September 2018, interest rate 3.17%, payable in 30 semi-annual payments of \$250,000 principal plus interest, maturing serially to 2034	<u>6,750,000</u>
	\$ <u>9,141,998</u>

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Future maturities and interest on General Fund long-term debt are:

Year Ending June 30,	Installment Purchases	
	Principal	Interest
2021	1,306,503	264,479
2022	1,068,791	228,458
2023	1,068,791	199,309
2024	947,911	170,160
2025	500,000	146,613
2026	500,000	130,763
2027	500,000	114,913
2028	500,000	99,063
2029	500,000	83,213
2030	500,000	67,363
2031	500,000	51,513
2032	500,000	35,663
2033	500,000	19,813
2034	250,000	3,963
Totals	<u>\$ 9,141,998</u>	<u>\$ 1,615,283</u>

**Water and Sewer Fund**

Long-term debt of the Water and Sewer Fund includes the following revenue bond issues:

	<u>June 30, 2020</u>
Revenue Bonds 2006, average rate of 3.99%, issued December 2006, maturing serially to 2026	\$ 2,490,438
Revenue Water and Sewer Series 2012, rate of 2.615%, issued April 2012, maturing serially to 2028	3,565,000
Revenue Water and Sewer Series 2020, rate of 3.40%, issued April 2020, maturing serially to 2045	<u>39,860,000</u>
	<u>\$ 45,915,438</u>

The Revenue Bond General Trust Indenture requires that the City must maintain certain debt covenants relating to reporting requirements, annual budgets, and minimum utility funds revenues. Net revenues available for revenue bond debt service cannot be less than 120% of the long-term debt service requirement for parity indebtedness and 100% for all general obligation debt. The calculations of the City's revenue bond coverage for the last three years are as follows:

Fiscal Year	Gross Revenues (1)	Operating Expenditures (2)	Net Revenues Available for Revenue Bond Debt Service	Debt Service Requirements		Coverage Ratios	
				Parity Debt (3)	All Debt	Parity Debt	All Debt
2017	26,102,355	15,191,893	10,910,462	3,004,086	4,895,495	363.19%	222.87%
2018	25,807,649	16,387,723	9,419,926	3,010,952	4,132,963	312.86%	227.92%
2019	27,745,332	17,094,031	10,651,301	2,865,363	3,950,115	371.73%	269.65%

(1) Total operating revenues plus investment earnings exclusive of revenue bond investment earnings.

(2) Total operating expenses exclusive of depreciation.

(3) Parity debt includes revenue bonds only.



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The City has entered into various agreements to lease certain water and sewer distribution systems. These lease agreements qualify as capital leases for accounting purposes and, therefore, have been recorded at the present value of the future minimum lease payments as of the date of their inception. Interest rates on these agreements range from 2.6% to 5.6%. The City has recorded water and sewer assets related to these leases at the City's cost of \$20,258,125. The future minimum lease payments at June 30, 2019, total \$1,140,800, including \$94,570 of interest. Upon completion of these lease payments, the City will take ownership of the related assets.

On August 7, 2013, the City entered into an installment purchase contract for telecommunications equipment in the amount of \$1,292,399, at a rate of 1.85%, payable in 20 semi-annual payments of \$64,620 principal, plus interest.

Future maturities and interest of Water and Sewer Fund for all types of long-term debt are:

<b>Year</b>	<b>Revenue Bonds</b>		<b>Captl Leases/Instmt Purchases</b>		<b>Total</b>	
<b>Ending</b>	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>	<b>Principal</b>	<b>Interest</b>
<b>June 30,</b>						
2021	2,612,586	1,804,975	348,730	35,209	2,961,316	1,840,183
2022	2,861,461	2,013,061	338,730	27,130	3,200,191	2,040,191
2023	2,985,898	1,884,210	338,730	19,655	3,324,628	1,903,865
2024	3,085,920	1,793,232	190,203	12,180	3,276,123	1,805,412
2025	3,216,550	1,653,954	125,583	8,684	3,342,133	1,662,638
2026	2,837,813	1,508,551	125,583	5,789	2,963,396	1,514,340
2027	2,735,210	1,383,587	125,583	2,895	2,860,793	1,386,481
2028	1,375,000	1,266,487	-	-	1,375,000	1,266,487
2029	935,000	1,210,250	-	-	935,000	1,210,250
2030	985,000	1,163,500	-	-	985,000	1,163,500
2031	1,035,000	1,114,250	-	-	1,035,000	1,114,250
2032	1,085,000	1,062,500	-	-	1,085,000	1,062,500
2033	1,140,000	1,008,250	-	-	1,140,000	1,008,250
2034	1,195,000	951,250	-	-	1,195,000	951,250
2035	1,255,000	891,500	-	-	1,255,000	891,500
2036	1,320,000	828,750	-	-	1,320,000	828,750
2037	1,385,000	762,750	-	-	1,385,000	762,750
2038	1,455,000	693,500	-	-	1,455,000	693,500
2039	1,525,000	620,750	-	-	1,525,000	620,750
2040	1,600,000	544,500	-	-	1,600,000	544,500
2041	1,680,000	464,500	-	-	1,680,000	464,500
2042	1,765,000	380,500	-	-	1,765,000	380,500
2043	1,855,000	292,250	-	-	1,855,000	292,250
2044	1,945,000	199,500	-	-	1,945,000	199,500
2045	2,045,000	102,250	-	-	2,045,000	102,250
Totals	<u>\$ 45,915,438</u>	<u>\$ 25,598,806</u>	<u>\$ 1,593,140</u>	<u>\$ 111,542</u>	<u>\$ 47,508,578</u>	<u>\$ 25,710,348</u>

**Fibrant Communications Fund**

Long-term debt of the Fibrant Communications Fund includes the following installment purchase debt issue:

	<b>Balance</b>
	<b><u>June 30, 2020</u></b>
Installment Purchase Refunding, issued December 2008, revised July 2018, rate 3.84%, maturing serially to 2029	<b><u>\$ 21,415,000</u></b>

In December 2008, the City issued \$33,560,000 in Series 2008 certificates of participation. This issue was part of a larger issue that totaled \$35,865,000 in Series 2008 certificates of participation. The \$33,560,000 was issued at an average coupon rate of 5.33%, maturing serially to 2029. In April 2013, the City issued \$16,928,000 in Refunding Certificates of Participation to refund a portion of the Series 2008. The City completed the refunding to reduce its total debt service payments by \$2,086,141 and to obtain an economic gain (difference between the present value of the old and new debt service payments) of \$1,968,375. On September 14, 2016, the City completed a \$29,680,000 Installment Financing to advance refund the \$30,983,000 outstanding Certificates of Participation above. As a result of this refunding, the Certificates of Participation were considered to be defeased. The City completed the advance refunding and reduced its total debt service payments over 13 years by \$5,599,305. The City held a referendum in May 2018 as a requirement to enter into a lease agreement for management of the broadband utility, which resulted in over 80% support of lease. Another requirement of the lease was to complete a taxable debt refinancing for broadband, which was completed in July 2018 for \$25,875,000 at 3.84%. In October 2019, with continued decreasing interest rates, the city was able to secure a revision to the installment financing, whereby the interest rate was renegotiated to 2.75%, with the same maturity of March 2029.

Future maturities and interest on Fibrant Communications Fund long-term debt are:

<b>Year Ending</b>	<b>Installment Purchases</b>	
<b><u>June 30,</u></b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>
2021	2,040,000	588,913
2022	2,120,000	532,813
2023	2,200,000	474,513
2024	2,280,000	414,013
2025	2,370,000	351,313
2026	2,460,000	286,138
2027	2,555,000	218,488
2028	2,655,000	148,225
2029	<u>2,735,000</u>	<u>75,213</u>
Totals	<u>\$ 21,415,000</u>	<u>\$ 3,089,625</u>

**Special Revenue Fund**

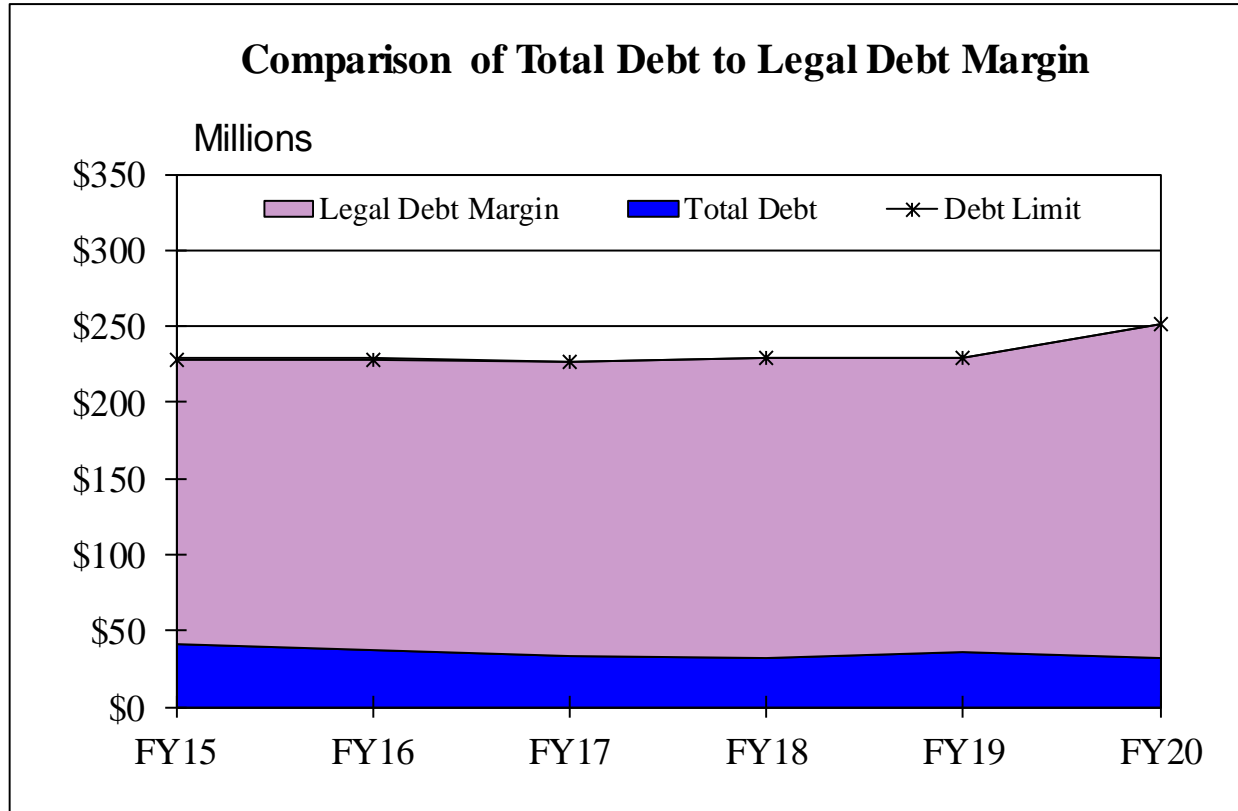
The City borrowed funds on loan from the U. S. Department of Housing and Urban Development pursuant to Section 108 of Title I of the Community Development Act of 1974. The loan was used to renovate two buildings to form a new community center. The City borrowed a total of \$596,000 under this loan.

Future maturities and interest are:

<b>Year Ending</b>	<b>HUD Section 108 Loan</b>	
<b><u>June 30,</u></b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>
2021	34,000	3,630
2022	34,000	1,740
2023	<u>14,000</u>	<u>395</u>
Totals	<u>\$ 82,000</u>	<u>\$ 5,765</u>

## LEGAL DEBT MARGIN

As shown on the graph below, the City has maintained an ample legal debt margin. This margin is based on a debt limit of 8% of assessed valuation less total debt as required by North Carolina General Statutes. The margin allows for the incurring of proposed debt to finance the needed infrastructure projects and equipment as outlined in the CAPITAL IMPROVEMENT PROGRAM section. Furthermore, the City complies with the Debt Management Policy as defined in the FINANCIAL MANAGEMENT POLICIES.



### Computation of Legal Debt Margin at June 30, 2020:

Debt limit: Total assessed value of \$3,143,462,454 x 8%		\$ 251,476,996
Amount of debt applicable to debt limit:		
Total certificates of participation		21,415,000
Fibrant Communications Fund	21,415,000	
Total capitalized lease obligation		10,735,138
General Fund	9,141,998	
Water & Sewer Fund	1,593,140	
Total amount of debt applicable to debt limit		<u>32,150,138</u>
LEGAL DEBT MARGIN		<u><u>\$ 219,326,858</u></u>

**DIRECT AND OVERLAPPING DEBT**

The table below shows the computation of direct and overlapping debt from the City and Rowan County. These amounts are as of June 30, 2019.

<u>Governmental Unit</u>	<u>Debt Outstanding</u>	<u>Estimated Percentage Applicable</u>	<u>Estimated Share of Overlapping Debt</u>
Debt repaid with property taxes: Rowan County	\$ 59,669,052	22.98%	\$ 13,714,754
City of Salisbury direct debt			<u>10,448,501</u>
Total direct and overlapping debt			<u>\$ 24,163,255</u>

Sources: Assessed value data used to estimate applicable percentages and outstanding debt data provided by Rowan County Finance Department.

Note: Overlapping governments are those that coincide, at least in part, with the geographic boundaries of the city. This schedule estimates the portion of the outstanding debt of those overlapping governments that is borne by the residents and businesses of the City of Salisbury. This process recognizes that, when considering the government's ability to issue and repay long-term debt, the entire debt burden borne by the residents and businesses should be taken into account. However, this does not imply that every taxpayer is a resident, and therefore responsible for repaying the debt, of each overlapping government.



**BUDGET ORDINANCE OF THE CITY OF SALISBURY FOR THE FISCAL YEAR  
BEGINNING JULY 1, 2020, AND ENDING JUNE 30, 2021**

Be it ordained by the City Council of the City of Salisbury, North Carolina, as follows:

Section 1.     Appropriations

That for the expense of the City Government and its activities for the fiscal year beginning July 1, 2020, and ending June 30, 2021, the amounts in the following subsections, or so much of each as may be necessary, are hereby appropriated:

(1)     That for said fiscal year there is hereby appropriated out of the GENERAL FUND the following:

City Council	\$ 364,233
Management and Administration	1,196,545
Communications	448,151
Human Resources	1,300,813
Finance	1,379,552
Business Services	439,711
Planning & Community Development	733,106
Information Technology	1,710,973
Development Services	471,499
Code Services	341,495
Downtown Development	347,038
Facilities Maintenance	327,992
Central City Buildings	581,229
Plaza	474,453
Police Services	2,705,024
Police Administration	1,951,021
Police Operations	5,536,056
Fire Department	7,391,497
Telecommunications	648,450
Traffic Operations	308,982
Street Lighting	526,521
Transportation	241,611
Engineering	3,180,301
Public Works Administration	273,922
Streets	2,191,584
Solid Waste	1,692,696
Waste Management - Other	535,229
Cemetery	99,750
Grounds Maintenance	1,272,104
Parks and Recreation	1,743,423
Fleet Management	1,128,267
Education	40,000
Fibrant Support	2,970,000
Debt Service	1,091,690
TOTAL GENERAL FUND	<u>\$ 45,644,918</u>

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(2) That for said fiscal year there is hereby appropriated out of the WATER AND SEWER FUND the following:

Utilities Mgt. and Administration	\$ 6,399,152
Plant Operations-Water Treatment	2,209,491
Systems Maintenance	6,576,815
Environmental Services	637,360
Plant Operations-Wastewater Treatment	4,657,899
Meter Services	733,630
Water and Sewer Debt Service	<u>4,801,500</u>
TOTAL WATER AND SEWER FUND	<u>\$ 26,015,847</u>

(3) That for said fiscal year there is hereby appropriated out of the TRANSIT FUND for the purpose of operating Salisbury's Transit System, the sum of

\$ 1,487,545

(4) That for said fiscal year there is hereby appropriated out of the GENERAL FUND CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of

\$ 2,196,841

(5) That for said fiscal year there is hereby appropriated out of the WATER AND SEWER CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of

\$ 521,712

(6) That for said fiscal year there is hereby appropriated out of the FIBRANT COMMUNICATIONS FUND for the operating Salisbury's Fiber Optic Network, the sum of

\$ 3,784,000

(7) That for said fiscal year there is hereby appropriated out of the STORMWATER FUND for the purpose of operating Salisbury's Stormwater management program, the sum of

\$ 1,894,900

(8) That for said fiscal year there is hereby appropriated out of the STORMWATER CAPITAL RESERVE FUND for the purpose of purchasing equipment, the sum of

\$ 162,223

(9) That for the Community Development Block Grant Entitlement there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes outlined within the grant, the sum of

\$ 307,229

(10) That for the HOME Fund there is hereby appropriated out of the SPECIAL REVENUE FUNDS for the purposes of performing housing rehabilitation and down payment assistance, the sum of

\$ 124,616

### Section 2. Revenue Estimates

The City Council has and does estimate that the following revenues will be available during the fiscal year beginning July 1, 2020 and ending June 30, 2021:

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General Fund:	
Taxes	\$ 22,192,839
Unrestricted governmental	10,979,000
Restricted governmental	3,302,984
Charges for services	7,881,840
Miscellaneous	417,793
Other financing sources	870,462
Total revenues and other financing sources	<u>\$ 45,644,918</u>
Water and Sewer Fund:	
Operating revenues	\$ 25,765,718
Nonoperating revenues	250,129
Total revenues	<u>\$ 26,015,847</u>
Transit Fund:	
Charges for services	\$ 79,573
Intergovernmental revenues	805,972
Other financing sources	602,000
Total revenues and other financing sources	<u>\$ 1,487,545</u>
General Fund Capital Reserve Fund:	
Transfer from General Fund	\$ 2,123,737
Nonoperating revenues	18,000
Other financing sources	55,104
Total revenues and other financing sources	<u>\$ 2,196,841</u>
Water and Sewer Capital Reserve Fund:	
Transfer from Water and Sewer Fund	\$ 509,212
Miscellaneous	12,500
Total revenues and other financing sources	<u>\$ 521,712</u>
Fibrant Communications Fund:	
Operating revenues	\$ 806,000
Nonoperating revenues	8,000
Other financing sources	2,970,000
Total revenues	<u>\$ 3,784,000</u>
Stormwater Fund:	
Total revenues	<u>\$ 1,894,900</u>
Stormwater Capital Reserve Fund:	
Total revenues and other financing sources	<u>\$ 162,223</u>
Special Revenue Funds:	
Entitlement Fund:	
Intergovernmental revenue	\$ 287,229
Miscellaneous	20,000
Total revenue	<u>\$ 307,229</u>
HOME Fund:	
Total revenue	<u>\$ 124,616</u>

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### Section 3. Tax Levy

There is hereby levied the following rates of Ad Valorem Tax on each one hundred dollars (\$100.00) valuation of taxable property, as listed for taxes as of January 1, 2020 for the purpose of raising the revenue from current year's property tax, as set forth in the foregoing estimate of revenue, and in order to finance the foregoing appropriation, to wit:

#### General Fund:

(For the expense incident to the proper government of the City of Salisbury)

-- \$ .7196

#### Municipal Service District:

(To promote, encourage and assist in the revitalization and economic health and stability of the downtown area)

-- \$ .176

The estimated Ad Valorem Tax income is based upon collection of the above Tax rates as applied to the valuation of \$3,152,143,472 for General Fund purposes.

There is hereby levied a Municipal Vehicle Tax of \$10.00 on each vehicle resident as authorized by General Statute 20-97.

There is hereby levied an Animal Tax of one dollar on each dog as authorized by General Statute 160A-212.

Section 4. There is hereby levied a tax of 1.5% on gross receipts derived from retail short-term lease or rental of vehicles to the general public. This tax will be levied, reported, and collected as established under Ordinance 2000-47 as authorized by General Statute 160A-215.1.

Section 5. Appropriations hereinabove authorized and made shall have the amounts of the unearned portion of contracts at June 30, 2020 added to each appropriation as it applied in order to properly account for the payment against the fiscal year in which it is paid.

Section 6. The City Manager is hereby authorized to make any budget amendments as may be required within each fund as long as the total appropriation for each fund does not change and contingency funds are not utilized.

Section 7. Copies of this ordinance shall be furnished to the City's Finance Director, to be kept on file, for direction in the disbursement of City funds.

Section 8. The following schedules and fees are hereby adopted and all references to these fees in the City Code of Ordinances are amended to reflect these new schedules and fees as appropriate:



**ADMINISTRATION**

	Fee
Sale of Salisbury Code of Ordinances-soft book binder	\$238.64
Sale of Salisbury City Council meeting recording	\$2 per CD
Copier or Multifunction Machine Fee	\$0.10 per copy/scanned page; Minimum of \$1
Copy of Reports/Files	Actual cost of supplies and mailing

**COMMUNITY PLANNING SERVICES**

***Development Services***

Zoning Board of Adjustment:

Administrative appeal	\$300
Variance	\$300

Conditional District Petition or General Development Overlay:

Adoption	\$1,000
Amendment	\$750
Revisions	\$50

District Map & Text Amendment Petition

LDO Map Amendment (General Rezoning or Historic Map Amendment)	\$600
Land Development Ordinance Text Amendment	\$600

Vested Rights Extension \$600 without rezoning

Notifications/Mailing:

1 - 20	\$25
21 - 50	\$75
51 - 100	\$150
Greater than 100	\$300

After-the-fact Certificate of Appropriateness (HPC) \$250

After-the-Fact Zoning Permit Double Regular Permit Fee

Major Site Plan Review (1st Submittal + Two Revisions) \$500

Major Site Plan Re-Review \$250 for each additional

Minor Site Plan Review (1st Submittal + Two Revisions) \$150

Minor Site Plan Re-Review \$75 for each additional

Alternate Methods of Compliance \$50

Special Use Permit \$500

Zoning Permit for New Single Family \$50 (House <5 DU)

Zoning Permit for New Multi-family \$150

Zoning Permit for New Non-residential \$300

Zoning Permit for Addition, Accessory, Upfit of Residential \$25

Zoning Permit for Addition, Accessory, Upfit of Non-residential \$100

Zoning Verification Letter \$60

Predevelopment Permit for Site Grading (LIA) \$100

Predevelopment Permit for Site Grading (HIA) \$300

New Telecommunications Tower Special Use Permit Application \$5,000

Height Addition of Existing Telecommunications Tower Application \$1,500

Sidewalk Dining Permit (Annually) \$10

Special Event Permit \$50

Temporary Sign Permit \$25

Permit for Sign Panel / Face Change \$50

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	Fee
Permit for New Wall, Canopy, Proj., Ground Sign	\$100
Temporary Use Permit	\$100
Temporary Construction Tractor	\$25
Tree Removal Permit	\$10
Home Occupation	\$50
Policy Plan Amendment	\$1,000
Payment in Lieu of Sidewalk Construction	\$26.50 per linear foot
Standards Manual (includes zoning and subdivisions)	\$20
Annual Tax for Cable/Pipelines in Public Streets, Sidewalks, Alley, or Parking	\$1 per foot annually

### ***Code Enforcement***

Nuisance abatement	Mobilization fee \$250 + contractor & landfill costs
Removal of trash, overgrowth, trees, household items on the outside, demolitions or securing of buildings or any other nuisances identified by the Code of Ordinances.	Mobilization fee \$250 + \$100 for every hour or portion thereof + associated landfill fees
Second violation within 12 months by the same owner at the same location	Not less than \$500
Demolition or Moving Permit Application Fee	\$50
Failure to obtain a Demolition Permit	\$200

### **ENGINEERING**

Subdivision Review:	
Major Subdivision (Preliminary plat)	\$200 + \$10/lot
Minor Subdivision	\$30 per lot
Exception plat	\$20
Special Exception	\$200
Street & alley closings filing fee	\$500
Printed Maps	
Up to 11"x17" (ledger size)	\$1
34"x44" (E size sheet)	\$5
City Street Map	\$5
Custom Map	\$25
Engineering Plan Review Fee (Utility Only - New Construction)	\$200
Engineering Plan Review Fee (Utility Only- Upfit)	\$100
DENR Delegated Water Permit	\$200
DENR Delegated Sewer Permit	\$200
Field Inspections of Water Lines	\$1 per ft
Field Inspections of Sewer Lines	\$1 per ft
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20

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### **TRAFFIC OPERATIONS**

	Fee
Traffic Count	\$15 per counter per day
Repair of traffic control devices-materials	Actual cost + 10% for handling
Repair of traffic control devices-labor	Hourly rate + fringe benefits
Repair of traffic control devices-use of bucket truck or paint machine	\$50/hour
Repair of traffic control devices-use of service truck or small equipment	\$9/hour

### **POLICE**

Copies	\$0.10 per copy/scanned page;
(No fee to victims of crime or traffic accidents for first copy of a report, but charged for any additional copies)	minimum of \$1; \$1 extra for mailing
Fingerprinting	\$10
Handicapped Parking Violation	\$250
Pool Hall Permits	\$100
Taxi permits - one time only	\$15
Parking ticket - illegal parking	\$5
Parking ticket - overtime parking (more than 2 hours)	\$5
Media Charges	
CD Disk, Each	\$20
DVD Disk, Each	\$20

### **FIRE**

HazMat/Material Recovery	Actual Cost including equipment
Copies of Reports (First report is free to victims)	\$0.10 per copy/scanned page; minimum of \$1
Lifting Assistance	\$250 per Call
Lifting Assistance Standby	\$95 per Hour Stand-by

### **SPECIAL OPERATIONAL USE PERMITS**

Operational permits are required by the NC Fire Code to conduct the following types of operations. A permit fee will be charged for the following Special Operational Use Permits. These permits are not attached to normal procedures and are not covered under a General Inspection Use Permit or Fire Department Construction Permit. Tents and air supported structures requiring a construction permit will be included with the Special Operational Use Permit.

Blasting Permit:	
30 day permit	\$100
2 day permit (48 hours)	\$45
Burning Permit:	
Commercial	\$25
Residential	No charge
Exhibit and Trade Show	\$25
Festivals (fairs, carnivals, etc.)	
Large Festival:	\$175
1. Festival with an attendance of more than 6,000 on any given day or	
2. Outdoor circus or carnival	

	Fee
Small Festival:	\$50
1. Festival with an attendance of 6,000 or less each day or	
2. Indoor circus or carnival	
Firework/Pyrotechnic Display (per display)	\$200
Fumigation or Thermal Insecticidal Fogging	\$25
Special Amusement Building	\$25
Tent or Air Supported Structures (Funeral Homes & tents less than 700 sq. ft. exempt)	\$25
Tent, Structure or Stand for Fireworks Sales:	
21 day permit	\$500
7 day permit	\$200
Other Not Listed	\$25
After Hours Inspection (inspections conducted outside of normal work hours)	\$50
*Late Application Fee	\$50

\*A fee will be added to certain Special Operational Use Permits if the application is not submitted 14 days prior to the event. The Special Operational Use Permit applications include Exhibit and Trade Shows; Large Festivals; Small Festivals; Fireworks Displays; Special Amusement Buildings; Tent or Air Supported Structures; and Tent, Structure or Stand for Fireworks Sales.

#### FIRE DEPARTMENT CONSTRUCTION PERMITS

Construction permits are required by the NC Fire Code to install or modify the following systems or equipment. Any person that commences any work before obtaining the necessary permit will be charged double permit fees and subject to civil citations and being reported to the NC State Board of Examiners.

Automatic Fire-Extinguishing System:	
Installation	\$60
Renovation/Modification	\$50
Automatic Sprinkler System:	
Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50
Standpipe System (Not part of a sprinkler system):	
Installation	\$50
Renovation/Modification	\$50
Fire Alarm and Detection System:	
(Includes devices tied into fire alarm system)	
Installation (\$59 minimum) (per sq. ft.)	\$0.01
Renovation/Modification	\$50
Door Locking Devices:	
(Access-controlled egress, delayed egress, & special locking devices)	
Installation	\$60
Renovation/Modification	\$50
Two-way Communication System:	
(Area of Rescue Assistance)	
Installation	\$60
Renovation/Modification	\$50
Fire Pumps and Related Equipment:	
Installation	\$60
Renovation/Modification	\$50
Private Fire Hydrants (per unit):	
Installation	\$60
Renovation/Modification	\$50

	Fee
Compressed Gas Systems (Amounts exceed those listed in Table 105.6.9)	
Abandon, Remove, Place Temporarily out of Service, or Close	\$50
Flammable and Combustible Liquids Storage Tanks:	
* Tank Installation- (per tank)	\$60
Removal or Place out of Service- (per tank)	\$50
* If electrical circuitry is involved then an electrical permit must also be obtained	
Hazardous Material Facility or Other Area:	
Abandon, Remove, Place Temporarily out of Service, or Close areas regulated	\$60
MISCELLANEOUS TESTS, INSPECTIONS, AND SERVICES	
Residential (Group R-3):	
Fire Flow Test	\$200
Special Inspection (Conducted during normal work hours)	\$50
Special Inspection (Requested by contractor outside normal work hours) (per hour)	\$100
Stand-by Firefighter (4 hour minimum) (per hour)	\$25
Re-inspection fees will be charged to the permit applicant or holder of a General Inspection Use Permit beyond the first re-inspection when conducting inspections for fire code violations that have not been corrected:	
First non-compliance re-inspection	\$150
Second and all subsequent non-compliance re-inspections. (per re-inspection)	\$200
Re-inspection fees will be charged to the permit holder of a Fire Department Construction Permit for the following: <i>Re-inspections due to work not being finished, corrections not being completed, or failure to cancel an inspection.</i>	\$150
Reimbursement cost for stand-by fire protection services due to hazardous materials incidents or other emergencies:	
Exits and egress ways locked or blocked	\$200/door
Over-crowding, exceeding occupant load (crowd management system not compliant)	\$200
Parking in a Fire Lane	\$50
Engine or Ladder Company (per hour)	\$100
Incident Commander (per hour)	\$25
Incident supplies, fuel, overtime cost for staffing	Replacement Cost
Plans Review:	
Plans review shall be based on the following computations for construction :	
A = Total Gross Building Floor Area of Construction	
B = Fee per Square Foot (from table below)	
Total Gross Building Floor Area of Construction (square feet)	
0 - 5,000	A x B = Permit Fee
5,001 - 15,000	(A x B x 0.75) + (1,250 x B) = Permit Fee
15,001 and above	(A x B x 0.50) + (5,000 x B) = Permit Fee
Building:	
Residential	\$0.05
Storage	\$0.035
Assembly	\$0.06
Institutional	\$0.06
Business	\$0.06
Mercantile	\$0.05
Hazardous	\$0.05
Factory/Industrial	\$0.04
Educational	\$0.065

**PUBLIC WORKS**

Fee

***Street Division***

Installation and Removal of curbing, driveways, storm drains, and sidewalks

Actual Cost plus 10%

***Solid Waste***

Bulky Item Collection Fees:

Furniture (per Item)	\$5
White Goods (per Item)	\$25
Scrap Metal (per Pick-up Load)	\$20
Mattress	\$20
Box Springs	\$10
Miscellaneous Items (per Pick-up Load)	\$25
Items Requiring Use of Backhoe	\$50
Bulk Brush Removal Minimum Charge (applies to loads over a truck load)	\$75

Charges for specific cases will be calculated by Public Works Director or designee based on site visit.

**All fees must be paid in advance of service.**

***Fleet Management***

Repair of Rowan Transit System Fleet and Trolley Fleet \$65.41/hour

Repair of Hazardous Material Van:

Labor	\$65.41/hour
Repair Parts	Actual Cost + 20%
Repair Sublet	Actual Cost + 15%

***Cemetery***

Burial-adult	\$900
Burial-infant	\$450
Disinterment - Adult	\$1,800
Disinterment - Infant	\$900
Interments - two--one grave-adult	\$950
Interments - two--one grave-infant	\$500
Interment - Crematory remains	\$450
Interment - Crematory remains placed inside of marker or scattered	\$25
Interment - Mausoleum (City employee direct involvement)	\$300
Interment - Mausoleum (no involvement)	\$25
Funeral processions entering cemetery after 3:00 P.M. weekdays	\$200
Funeral processions entering cemetery on weekends	\$300
Funeral processions entering cemetery on holidays	\$450
Monument installation permit	\$25
Deed Change	\$25
Cemetery Lot Fee Schedule:	
Adult, City resident	\$800
Adult, non-City resident	\$1,000
Infant, City resident	\$400
Infant, non-City resident	\$600
Columbaria fees:	
Niche, City resident	\$1,350
Niche, non-City resident	\$1,550
Weekday Inurnment fee	\$150
Weekend Inurnment fee	\$300

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### **Grounds Maintenance**

Cooperative tree planting on public right-of-way

	Fee
Cooperative tree planting on public right-of-way	Actual cost of tree + 10%

### **TRANSIT**

Individual Fares:

Regular- All Locations (no transfer fee)	\$1.00
Reduced (Disabled, Senior Citizens, Medicare and College Students)	\$0.50
Transfers & Children under 5	FREE
40 Ride pass:	
Regular	\$35
Reduced (Disabled, Senior Citizens, Medicare and College Students)	\$17
ADA Paratransit System (all fares)	\$2
ADA 40 Ride Pass	\$70

### **PARKS & RECREATION**

City Park \*

Room A or B	\$40 per hour + \$75 deposit
Multi-purpose room	\$75 per hour + \$75 deposit
Eight hour rental	\$500 + \$75 deposit
Any room with kitchen	\$10/ hr. Additional

Hall Gym

Meeting Room	\$50 per hour + \$75 deposit
Gym	\$70 per hour + \$100 deposit
Eight hour rental	\$300 + \$75 deposit

Civic Center

Weekend and Full Day Rental:

Multi-purpose room & kitchen - for first eight hours each day	\$800 + \$200 deposit/ \$300 if serving alcohol
Multi-purpose room, small room & kitchen - for first eight hours each day	\$875 + \$200 deposit/ \$300 if serving alcohol
Small meeting room only (per hour)	\$75 per hour + \$50 deposit
Set-up Fee (FRI 12-5 or SAT 9-1)	\$100
Technology Fee (mic and/or projector)	\$50

Monday - Thursday Rentals:

Multi-purpose room & kitchen - four hour rental between 8 a.m. and 8 p.m.	\$250 + \$100 deposit/ \$300 if serving alcohol
Rental of any rooms after 8 p.m.	\$75 per hour

Fred M. Evans Pool @ Lincoln Park (two hour minimum)

Two lifeguards	\$50 per hour + \$50 deposit
Four lifeguards	\$75 per hour + \$50 deposit

Miller Center \*

Computer Lab	\$30 per hour + \$75 deposit
Multi-purpose room	\$40 per hour + \$75 deposit
Meeting room	\$40 per hour + \$75 deposit
Any room with kitchen	\$10/ hr. Additional

Note: \*Three (3) hour minimum for rentals during non-operational hours

Shelters & Gazebo Rentals:

Standard Park Shelters	\$35 / day
Cannon Park Gazebo Rental (Electricity Included)	\$150 security deposit;
(only available for groups 40 or less)	\$50 (Refundable)
Peace Haven Gazebo at City Park	\$150 security deposit; \$50 (Refundable)

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	Fee
Hurley Park Gazebo rental	\$150 security deposit; \$50 refundable
Robertson Eastern Gateway	\$150 security deposit; \$50 refundable
Bell Tower/ Temple Gazebo	\$150 security deposit; \$50
Advertising Fees	
Salisbury Community Park	\$600 initial fee; \$300 annual renewal
Salisbury Greenway	\$1000 - \$5000
Athletic Fields	
Flat rate rentals will generally apply; the Director has authority to negotiate rates for major (regional/national) co-sponsored events.	
Youth & Adult Softball/Baseball	
Fee	\$20/ hr
Additional per hour charge for lights	\$25
Field Prep Fee	\$60
Tournament Fees for Kelsey and Sports Complex (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.) per field	\$150
1 day / 2 fields	\$300
2 day / 2 fields	\$600
Non-refundable deposit of 50% of day rate or \$150	
Rate includes field preparation and lighting	
Tournament Fees for Salisbury Community Park (multiple teams/multiple games)	
1 day (8 a.m. - 11 p.m.) per field	\$200
1 day / all fields	\$1,000
2 day / all fields	\$2,000
Non-refundable deposit of 50% of day rate or \$200	
Rate includes field preparation and lighting	
Additional preparation fee per field	\$60
Inclement weather prep	
Field Conditioner (per bag)	\$15
Staff time (per hour per staff fee)	\$40
Soccer	
Flat Fee	\$25/hr
Field Prep Fee	\$60
Tournament Fees (prep \$45)	
1/2 day tournament/1 field (8 a.m. - 1 p.m.) 5 hrs.	\$125
1 day tournament/1 field	\$250
Rate Includes: 1 field & 1 field prep	
Football	
Flat Fee	\$25/hr
Tournament Fees (prep \$45)	
Cross Country Prep Fee	\$150
Tennis	
Key card access	\$5
Court Reservation (Two Courts - Max of Four)	\$25



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Special Event Permits	Fee
1 Day	\$50
Special Event Permits	
Gate Permit	\$50/day
Concession Permit	\$50/day
Vending Permit	\$50/day

***Park Avenue Community Center \****

Multi-purpose room & kitchen (Kitchen is light use only-not Commerical)	
Non-profit organizations	\$40 per hour + \$50 deposit
4 hours or less Rental	\$70 per hour + \$50 deposit
4 hours + All Day Rental	\$300 + \$50 deposit

Note: \*Two (2) hour minimum for rentals

***West End Community Center***

Conference Room	\$50/hr
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**UTILITY ENGINEERING**

Engineering, Consulting, and Technical Services	
Project Manager - Professional Engineer	\$100/hr
Civil Engineer	\$75/hr
Engineering Technician	\$50/hr
Construction Inspector	\$50/hr
Survey Field Crew (2 person)	\$75/hr
Clerical	\$25/hr
Set of Bid Documents, each	\$50
Utility Location Maps	
Paper Document	\$15
Digital Format	
CD Disk, each	\$20
DVD Disk, each	\$20
Engineering Plan Review Fee (Water Only)	\$200
Engineering Plan Review Fee (Sewer Only)	\$200
Field Inspection of Water Lines	\$1 per ft
Field Inspection of Sewer Lines	\$1 per ft
Xerox/blue prints:	
On paper up to 4 ft in length	\$5
On mylar up to 4 ft in length	\$20

**BUSINESS AND FINANCIAL SERVICES**

Accounts Receivable - Not billed on Utility bill (30 days past-due)	1.5% per month
Accounts Receivable - Billed on Utility Bill (24 days after billing)	1.5% per month
Copier or Multifunction Machine Fee	\$0.10 per copy/scanned page; Minimum of \$1/ \$1 extra for mailing
Copy of reports/files	Actual cost of supplies and mailing

**TELECOMMUNICATIONS**

	Fee
Dispatch service:	
Cost per unit	\$10
Surcharge per radio for companies with less than 25 radios	\$4
One-time hook-up (per radio)	\$25
Pager System Usage Fee:	
Numeric or Alphanumeric	\$15
One time hookup charge	\$10
If agency uses a PC to page with	\$7
Radio Programming:	
Programming charge	\$35
ID Change Only	\$20
Partial Map Build	\$150
Fleet Map Build	\$250
Radio Diagnostic	\$90
Repair (Hourly rate)	\$120
Hourly Travel Rate outside City Limits (from Customer Service Center)	\$60
Equipment Installation:	
Cost per hour	\$65.41
Parts	Actual Cost + 20%

**SCHEDULE A  
CASH DEPOSITS**

Charges in Schedule A shall be as authorized by Chapter 25, Article II, Section 25-32, of the City Code.

- (a) Domestic consumer of water, dischargers of sewage, fibrant, residential owner-occupants including single family townhouses and condominiums shall be exempted, unless (e) below applies \$150
- (b) Waste Collection and/or Stormwater Residential without water service \$75
- (c) Commercial, industrial, and institutional recipient \$150  
Local, state, and federal governments or agencies thereof shall be exempted.
- (d) Consumers with more than one account at the same location shall be required to make only one deposit if the customer has a good pay history. Commercial or industrial customers who operate multiple businesses under one corporate management shall be required to pay a deposit for each business or industry.
- (e) Any consumer or recipient of water, discharges of sewage, fibrant, waste collection and/or stormwater, that has previously been disconnected for non-payment or has any outstanding balance for previous services with the city will be required to pay a deposit. \$150
- (f) Deposits shall be returned at termination of service less any unpaid rates and charges.

**SCHEDULE B**  
**METER INSTALLATION AND SEWER CONNECTION CHARGES**

Charges in Schedule B shall be as authorized in Chapter 25, Article II, Section 25-33, of the City Code.

- (a) Three-fourths-inch residential water tap:
  - ¾" Water tap - SRU installed \$2,275
  - ¾" Water tap - Developer installed \$350
  - ¾" Water tap - Crescent \$1,150
- (b) One-inch residential water tap \$2,675
- (c) Irrigation taps are one-half the cost of regular taps and not subject to any discounts.
- (d) All commercial water services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential water connections larger than 1", both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. Master meter installations required for private water or sewer systems shall be charged on the basis of material costs at the prevailing or established rates (See Chapter 22, Article I, Section 22-2 City Code).
- (e) Four-inch sewer connections:
  - 4" Sewer tap - SRU Installed \$1,975
  - 4" Sewer tap – Developer Installed\*: \$250

\*Note: Includes the Crescent Subdivision
- (f) All commercial sewer services, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at the prevailing or established rates. All residential sewer services larger than four-inch, both inside and outside City shall be charged on the basis of labor, material, equipment and overhead costs at then prevailing or established rates. (See Chapter 22, Article I, Section 22-2 City Code).
- (g) Disconnection/Reconnection fee for non-payment during business hours \$50
- (h) Physical notification of non-payment of a utility bill or disconnection notice (hanging tag) \$50
- (i) Turn on or off during business hours; shall be applied to utility bill if not prepaid \$50  
Turn on or off after hours; shall be applied to utility bill if not prepaid \$100
- (j) Unauthorized use of fire protection system \$100
- (k) Fire protection system testing (per test) \$50
- (l) Meter reinstallation charge (per meter) \$35
- (m) Inspection fee (per connection)
  - Water or sewer connection \$45
  - Backflow \$45
  - Re-inspection of either water, sewer, or backflow \$20
- (n) Should a property owner request an existing service connection be replaced with a larger one, the charges scheduled above will apply in full.
- (o) Payment of lump sum charges or charges based on estimated costs, as above, is a prerequisite to issuance of a building permit pursuant to Section 7-65 of the City code. Overpayments made as a result of overestimating costs will be reimbursed, and the City will invoice underpayments to the developer.
- (p) The City's charge for a returned check or debit, as authorized in Section 25-34, shall be the maximum allowed by State law. This amount shall be applied to current utility bill, along with amount of the unpaid check. There will be no convenience fees charged on any credit/debit card payments.  
Water Service renewal fee shall be charged on the basic labor, material, and overhead costs, not to exceed the fee of a residential ¾" Water tap – SRU installed.
- (q) Sewer Lateral Transfer (transfers from private to public): \$1,975  
Sewer lateral transfer covers the expense of materials, equipment and labor to renew the existing tap from the edge of the property right-of-way to the public sewer system. The fee is one-time only and once the work is performed, the ownership and responsibility to maintain the lateral downstream of the cleanout belongs to the City. Payment, in full, must be received prior to commencing work.

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|---|-----------------------|
| (r) Private Sewer Lateral Repair (in ROW, lateral remains private):   | Time & Materials      |
| Private Sewer Lateral Repair covers the expense of materials, equipment and labor to excavate and install a cleanout at the right-of-way of the private sewer lateral. Once installed, the City can inspect the portion of the sewer lateral and advise the property owner of the condition. The property owner can elect to transfer the lateral to the City with no refund of remaining balance, or elect to receive a refund of the fee less time and materials. Payment, in full, must be received prior to commencing work; refund based on completion of work and submittal of summary cost sheets. Refund may take up to two weeks to process. | not to exceed \$1,975 |
| (s) Recycling Fee   | \$5.47/Month          |
| (t) Landfill Fee  |                       |
| (1) Residential (per container)   | \$4.84/Month          |
| (2) Commercial (per container)  | \$8.62/Month          |
| (u) Waste Collection Fee  |                       |
| (1) Residential (per container)   | \$8.75/Month          |
| (2) Commercial (per container)  | \$11.00/Month         |
| (3) Removal of containers for nonpayment  | \$25                  |
| (v) Stormwater Fee  |                       |
| (1) Residential   | \$4.08/Month          |
| (2) Commercial/Industrial per ERU with a minimum of one ERU<br>(Capped at \$2,550/month)  | \$4.08/Month          |
| (w) Unauthorized reconnection fee (tampering charge for disconnecting a meter that has been illegally reconnected after meter has been disconnected due to non-payment or illegally connecting a meter in vacant status.)   | \$100                 |
| (x) Locking Devices Cut or Damaged  | \$20                  |
| (y) Metering infrastructure (meters, meter boxes, yokes, endpoints, etc.) damaged through intentional or deliberate action shall be charged on the basis of labor, material, equipment, and overhead costs at then prevailing or established rates. Accidental damage shall be charged at actual replacement costs of the equipment.  |                       |

### **SCHEDULE C WATER SERVICE CHARGES**

Charges in Schedule C shall be authorized by Chapter 25, Article II, Section 25-35, of the City Code.

#### Monthly Water Rates:

Minimum charge per meter size	3/4" =	\$4.15
	1" =	\$6.15
	1-1/2" =	\$9.47
	2" =	\$13.46
	3" =	\$26.10
	4" =	\$44.72
	6" =	\$95.92
	8" =	\$162.42
	10" =	\$255.52
	12" =	\$335.32
	16" =	\$667.82

#### Volume charge per 100 cubic feet:

Raw water	\$0.79
Finished, potable water	\$4.04
Southern Power	\$2.05

**SCHEDULE D  
WATER SERVICE CHARGES FOR BULK RATE**

Charges in Schedule D shall be as authorized by Chapter 26, Article II, Section 26-23 of the City Code.

- (a) Nongovernmental customers may receive water in bulk lots. Such purchases, which shall be made at the 500 North Church Street, shall be conditioned upon an advance payment of one hundred and fifteen dollars (\$115.00) per twenty-five thousand (25,000) gallon increment and shall be limited to a maximum of one-hundred thousand (100,000) gallons during any thirty (30) day period.
- (b) Subject to the provisions of Sections 26-7 and 26-8, nongovernmental customers may purchase water directly from fire hydrants or other water outlets. Meters, however, will be placed on hydrants to allow accurate measurement for billing purposes. Arrangements shall be made with the utilities at least one week in advance to ensure availability and scheduling of equipment and manpower, all subject to applicable provisions of Schedules C and D, and an advance payment of one hundred and fifteen dollars (\$115.00).

**SCHEDULE E  
SEWER SERVICE CHARGES**

Charges in Schedule E shall be as authorized by Chapter 25, Article II, Section 25-37, of the City Code.

Monthly Sewer Rates:

(1) Minimum charge per meter size	3/4" =	\$4.54
	1" =	\$6.82
	1-1/2" =	\$10.62
	2" =	\$15.18
	3" =	\$29.62
	4" =	\$50.90
	6" =	\$109.42
	8" =	\$185.42
	10" =	\$291.82
	12" =	\$383.02
	16" =	\$763.02
Volume charge per 100 cubic feet		\$5.45
(2) Flat rate sewer charge		\$49.49

**SCHEDULE F  
SEWER SURCHARGE**

Surcharges shall be as authorized by Chapter 25, Article II, Section 25-38 of the City Code Sewer Surcharge Rates for discharges into either the Town Creek or Grant Creek Wastewater Plants:.

- (a) For Chemical Oxygen Demand (COD) in excess of six hundred (600.0) mg/l, the surcharge shall be at the rate of one-hundred fifty-four dollars and twenty cents (\$154.20) per one thousand pounds.
- (b) For Total Suspended Solids (TSS) in excess of three hundred (300.0) mg/l, the surcharge shall be at the rate of two-hundred seventy-two dollars and twenty-six cents (\$272.26) per one thousand pounds.
- (c) For Total Kjeldahl Nitrogen (TKN) in excess of forty (40.0) mg/l, the surcharge shall be at the rate of one-thousand eight hundred nineteen dollars and forty-eight cents (\$1,819.48) per one thousand pounds.

Contract haulers of wastewater discharging at City treatment facilities will be assessed a charge of seventy-five dollars (\$75.00) for up to two-thousand gallon load discharged, as defined in Chapter 25, Article II, Section 25-38.

Pretreatment Permit Fees shall be assessed at \$250 for each permit.

Pretreatment Permit Modifications shall be assessed at \$50 per industry request.

**SCHEDULE G  
ANALYTICAL TESTING**

Charges in Schedule G shall be as authorized by Chapter 25, Article II, Section 25-38, of the City Code.

Test	Fee
Coliform, P/A-Water	\$30
Nitrate (water)	\$30

Parameters not listed please contact Environmental Services for quote

Section 9. That this ordinance shall be effective upon its passage.



## **GLOSSARY OF TERMS**

### **ADA**

The commonly used abbreviation for the Americans with Disabilities Act.

### **ACCRUAL ACCOUNTING**

A basis of accounting in which revenues and expenses are recorded at the time they are earned or incurred instead of when cash is actually received or disbursed. For example, in accrual accounting, revenue earned between June 1 and June 30, but for which payment was not received until July 12, is recorded as earned on June 30, rather than on July 12.

### **ACH**

Abbreviation for Automated Clearing House Network which is an electronic funds-transfer system.

### **ADOPTED BUDGET**

Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the City Council.

### **ALS**

Abbreviation for Advanced Life Support.

### **AMI**

Abbreviation for Automated Meter Reading/Infrastructure. Refers to the reading of meters using a system of communication to communicate between the meter and the unit performing the “read”.

### **APPROPRIATION (BUDGETING)**

An authorization granted by the City Council to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

### **ARRA**

Abbreviation for American Recovery and Reinvestment Act.

### **ASE**

Abbreviation for Automotive Service Excellence.

### **ASSESSED VALUATION**

A value established for real property for use as a basis for levying property taxes.

### **BALANCED BUDGET**

Occurs when planned expenditures equal anticipated revenues. In North Carolina, it is a requirement that the budget submitted to the City Council be balanced.

### **B/G**

Abbreviation for Buildings and Grounds.

### **BMP**

Abbreviation for Best Management Practices.

### **BOND FUNDS**

Resources derived from issuance of bonds for specific purposes and related Federal project grants used to finance capital expenditures.

### **BOND REFERENDUM**

An election in which registered voters vote on whether the City will be allowed to issue debt in the form of interest-bearing bonds.

**BUDGET**

A comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures with various municipal services.

**BUDGET BASIS**

The accrual, cash or other basis of accounting adopted in the budget that has been approved by the City Council.

**BUDGET CALENDAR**

The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

**BUDGET DOCUMENT (PROGRAM AND FINANCIAL PLAN)**

The official written statement prepared by the City staff reflecting the decisions made by the City Council in their deliberations.

**BUDGET MESSAGE**

A general discussion of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget changes from previous fiscal years, City Council goals, and the views and recommendations of the City Manager.

**BUDGET ORDINANCE**

The schedule of revenues and expenditures for the upcoming fiscal year by fund which is adopted by the City Council each year.

**CAC**

Abbreviation for Community Appearance Commission.

**CAPITAL ASSETS**

Assets with an initial, individual cost of more than a certain amount and an estimated useful life in excess of two years. Minimum capitalization costs are as follows: buildings, \$10,000; furniture and equipment, \$5,000; infrastructure, \$100,000; and improvements other than buildings or infrastructure, \$5,000. All land is recorded as a capital asset without regard to any significant value.

**CAPITAL EXPENDITURES**

Monies spent on acquiring, constructing, or maintaining capital assets, such as land, infrastructure, buildings, vehicles, and equipment.

**CAPITAL IMPROVEMENTS**

Major construction, repair of, or addition to buildings, parks, streets, bridges and other City facilities. Capital Improvements projects cost \$10,000 or more and have a useful life of more than three years.

**CAPITAL IMPROVEMENTS BUDGET**

The schedule of project expenditures for the acquisition and construction of capital assets for the current fiscal year.

**CAPITAL IMPROVEMENTS PROGRAM (CIP)**

The annually updated plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five-year period.

**CAPITAL OUTLAY**

A classification consisting of Capital Equipment and Capital Improvement.



**CAPITAL RESERVE FUND**

A special fund (also known as Equipment Replacement Fund) used as a clearing house for monies being transferred from General Fund, Water and Sewer Fund, Fibrant Communications Fund, and Stormwater Fund operations. Amounts based on the type, estimated life, and replacement costs of each piece of equipment are transferred from every department/division. From this fund, the City purchases equipment based on a replacement schedule and recommendations from Fleet Management, Information Technologies, Telecommunications, and Purchasing Divisions.

**CCF**

Abbreviation for 100 Cubic Feet of water.

**CD**

Abbreviation for Construction Documents or Certificates of Deposit.

**CDBG**

Abbreviation for Community Development Block Grant. A program that provides communities with resources to address a wide range of unique community development needs.

**CHEERWINE**

A cherry-flavored soft drink by Carolina Beverage Corporation of Salisbury, NC that has been produced since 1917.

**CMAQ**

Acronym for Congestion Mitigation and Air Quality. Improvement program designed to assist nonattainment and maintenance areas in attaining the national ambient air quality standards by funding transportation projects and programs that will improve air quality.

**CMW**

Abbreviation for Certificate of Minor Works.

**COA**

Abbreviation for Certificate of Appropriateness.

**COD**

Abbreviation for Chemical Oxygen Demand.

**COLUMBARIUM**

A room or building with niches for funeral urns to be stored.

**CONTINGENCY**

Funds appropriated by the City Council to cover unexpected costs.

**COST CENTER**

The smallest unit of activity or area of responsibility for which costs are accumulated.

**COVID-19**

An infectious disease caused by a coronavirus.

**CTP GRANT**

Abbreviation for Community Transportation Program Grant. A funding source for the City's Mass Transit System.

**DEBT SERVICE**

The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**DEPARTMENT**

A major administrative division of the City that indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually has more than one program and may have more than one fund.

**DEPRECIATION**

The reduction in value of a capital asset over its estimated useful life. The City uses the straight-line method of depreciation over the useful life as determined by the asset class.

**DSI**

Abbreviation for Downtown Salisbury Incorporated. A component unit that promotes, enhances and manages the development of the central business district for the City.

**EDC**

Abbreviation for Economic Development Commission.

**EMS**

Abbreviation for Emergency Medical Services.

**ENCUMBRANCE ACCOUNTING**

The system under which purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

**ENTERPRISE FUND**

A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees or charges.

**EPA**

Abbreviation for Environmental Protection Agency. US agency that is charged with protecting human health and the environment.

**ERU**

Abbreviation for Equivalent Residential Unit.

**FB**

Abbreviation for Facebook. An online social networking website.

**FERC**

Abbreviation for Federal Energy Regulatory Commission. Independent agency that regulates and oversees energy industries in the economic, environmental and safety interests of the American public.

**FIBRANT**

The enterprise fund implemented in FY2009 that provided high speed broadband services to the citizens of Salisbury.

**FISCAL YEAR (FY)**

The time period beginning on July 1 of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

**FIXED ASSETS**

Assets of a long-term character which are intended to be held or used, such as land, buildings, machinery, furniture, and other equipment. For financial purposes, a fixed asset has a purchase value of \$5,000 or greater.

**FOG**

Acronym for Fats, Oils and Grease. Program that addresses the issue of blockages causing Sanitary Sewer Overflows (SSO).

**FRA**

Abbreviation for Federal Railroad Administration.

**FSE**

Abbreviation for Food Service Establishment.

**FTE**

Abbreviation for Full-Time Equivalent. The number of total hours worked divided by the maximum number Of compensable hours in a work year as defined by law.

**FTTH**

Abbreviation for Fiber to the Home. The delivery of a communications signal over optical fiber from the operator's switching equipment to a home or business.

**FUNCTION**

A group of related programs crossing organization (departmental) boundaries and aimed at accomplishing a broad goal or major service.

**FUND**

A fund is a fiscal and accounting entity with a self-balancing set of accounts.

**FUND BALANCE**

Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made. North Carolina statutes dictate that a portion of fund balance is not available for appropriation in the following fiscal year.

**GAAP**

Acronym for Generally Accepted Accounting Principles which are the conventions, rules, and procedures necessary to describe accepted practice at a particular time.

**GALVANIZED**

Coated with a protective layer of zinc.

**GASB**

Acronym for Governmental Accounting Standards Board which is the source of generally accepted accounting principles used by state and local governments in the United States.

**GCWWTP**

Abbreviation for Grant Creek Wastewater Treatment Plant.

**GDP**

Abbreviation for Group Development Plans.

**GENERAL FUND**

The general operating fund of the city used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL OBLIGATION (G.O.) BONDS**

Debt issued by the City, repayment of which is backed by full taxing power.

**GIS**

Abbreviation for Geographic Information System. Links the City to a city-wide database, including hardware, software, and added personnel. This system is utilized as an operational, day-to-day essential tool by City departments.

**GFOA**

Abbreviation for Government Finance Officers Association.

**GOAL**

A statement of broad direction, purpose or intent based on the needs of the community.

**GOVERNMENTAL FUNDS**

Those funds through which governmental functions are typically financed. The City has two governmental funds: General Fund and Special Revenue Fund.

**GPON**

Abbreviation for Gigabit Passive Optical Network.

**GREAT**

Acronym for Gang Resistance Education and Training. A police-led series of classroom lessons that teaches children how to resist peer pressure and live productive, drug and violence-free lives.

**G.S.**

Abbreviation for General Statute.

**HOME**

Acronym for Home Investment Partnership. A program that provides communities with resources to address a wide range of unique community development needs.

**HPO**

Abbreviation for High Performance Organization. A government working model.

**HRC**

Abbreviation for Human Relations Council.

**HUD**

Acronym for Department of Housing and Urban Development.

**HVAC**

Acronym for Heating, Ventilation, and Air Conditioning.

**I&I**

Abbreviation for Inflow and Infiltration.

**INCH MILE**

The length of pipeline in miles, multiplied by the diameter of the pipe in inches.

**INVESTMENT REVENUE**

Revenue earned on investments with a third party. The City uses a pooled cash system. Cash is pooled from all funds and invested in total. The interest earned is then allocated back to the individual funds by the average cash balance in that fund.

**INTERFUND TRANSFERS**

Amounts transferred from one fund to another.

**ISO**

Abbreviation for Insurance Services Office. An agency which rates fire protection and suppression abilities/capabilities of fire departments.

**IVR**

Abbreviation for Interactive Voice Response which is an automated telephone system technology that interacts with callers.

**JAG**

Abbreviation for the Justice Assistance Grant Program.

**LCP**

Abbreviation for Local Convergence Point.

**LEASE PURCHASE**

Method of financing used for acquisitions or improvements. Title to the property transfers to the City at the expiration of the lease terms.

**LLC**

Abbreviation for Limited Liability Company.

**MGD**

Abbreviation for Millions of Gallons per Day.

**MODIFIED ACCRUAL**

The basis of accounting for the City. Under this system, expenditures are recognized when encumbered, and revenues are recognized when they are collected.

**MPO**

Metropolitan Planning Organization is the officially designated body responsible for administering the transportation planning process required under Federal Law.

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### **MS4**

Abbreviation for Municipal Separate Storm Sewer System. System of conveyances designed or used to collect stormwater (e.g. storm drains, pipes, ditches).

### **MSD**

Abbreviation for Municipal Service District which is a financing mechanism used to provide revenue for a variety of services that enhance existing city services.

### **MUTCD**

Abbreviation for Manual on Uniform Traffic Control Devices.

### **NCBCC**

Abbreviation for North Carolina Building Codes Council. A board appointed by the Governor that adopts and amends the NC State Building Codes as authorized by G.S. 143-138.

### **NCDENR**

Abbreviation for North Carolina Department of Environment and Natural Resources.

### **NCDEQ**

Abbreviation for North Carolina Department of Environmental Quality.

### **NCDOT**

Abbreviation for North Carolina Department of Transportation.

### **NCDOL**

Abbreviation for North Carolina Department of Labor.

### **NCLM**

Abbreviation for NC League of Municipalities. A nonpartisan association of municipalities in North Carolina that strives to enhance the quality of life in municipalities through excellent municipal governance.

### **NET ASSETS**

The difference between the City's total assets and total liabilities. Measuring net assets is one way to gauge the City's financial condition.

### **NIOSH**

Acronym for National Institute for Occupational Safety and Health.

### **NOC**

Acronym for Network Operations Center. A division of the Fibrant Communications Fund.

### **NOV**

Abbreviation for Notice of Violation.

### **NOW**

Acronym for Negotiable Order of Withdrawal account.

### **NPDES**

Abbreviation for National Pollutant Discharge Elimination System. Permit program authorized by the Clean Water Act that controls water pollution by regulating point sources that discharge pollutants into waters of the US.

**NTU**

Abbreviation for Nephelometric Turbidity Unit. A measure of the cloudiness of a liquid.

**OBJECTIVE**

A statement of specific direction, purpose or intent to be accomplished by staff within a program.

**OPERATING BUDGET**

The City's financial plan which outlines proposed expenditures for the coming fiscal year and estimates the revenues which will be used to finance them.

**OPERATING FUNDS**

Resources derived from recurring revenue sources used to finance ongoing operating expenditures and pay-as-you-go capital projects.

**OSHA**

Acronym for Occupational Safety and Health Administration. An agency of the US Department of Labor to prevent work-related injuries, illnesses and deaths by issuing and enforcing standards for workplace safety and health.

**PARTF**

Acronym for Parks and Recreation Trust Fund. A grant to local governments for parks and recreation projects to serve the public.

**PERFORMANCE MEASURES**

Descriptions of a program's effectiveness or efficiency.

**PFT**

Abbreviation for Permanent Full-time. Full-time employee with benefits.

**PIT**

Acronym for Police Interdiction Team. Special Operations Division of the Police Department.

**POWELL BILL FUND**

Funding from the state, as a direct appropriation, which is restricted for use on maintenance of local streets and roads, primarily used for streets resurfacing.

**PPT**

Abbreviation for Permanent Part-time. Part-time employee working <1000 hours annually with benefits.

**PRODUCTIVITY**

A measure of the increase of service output of City programs compared to the per unit of resource input invested.

**PROGRAM**

An organized set of related work activities, which are directed toward accomplishing a common goal. Each City department is usually responsible for a number of related service programs.

**PROPERTY TAX RATE**

The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities.

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### **PROPERTY TAXES (AD VALOREM TAXES)**

Taxes paid by those owning property in the City. These taxes are based on assessed value.

### **PT**

Abbreviation for Part-Time Employee.

### **RAS**

Return Activated Sludge.

### **RESERVE**

A portion of fund balance earmarked to indicate 1) that it is not available for expenditure, or 2) is legally segregated for a specific future use.

### **RESOURCES**

Assets that can be used to fund expenditures. These can be such things as Property Taxes, Charges for Service, Beginning Fund Balance or Working Capital.

### **RESOLUTION**

A formal expression of the opinion or will of the City Council adopted by a vote.

### **REVENUE**

Income received from various sources used to finance government services; for example, sales tax revenue.

### **REVENUE BONDS**

Bonds payable from a specific source of revenue and which do not pledge the full faith and credit of the issuer.

### **RoCo**

Abbreviation for Rowan County.

### **ROW**

Acronym for Right of Way.

### **SAFER GRANT**

Acronym for Staffing for Adequate Fire and Emergency Response Grant.

### **SCADA**

Acronym for Supervisory Control and Data Acquisition.

### **SERVICE LEVEL**

Measurement of services provided by the City to the public.

### **SIU**

Abbreviation for Significant Industrial User.

### **SNAG**

Acronym for Salisbury Neighborhood Action Group.

### **SPECIAL REVENUE FUND**

This fund accounts for specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City maintains one Special Revenue Fund – Community Development Fund.



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### **SRU**

Abbreviation for Salisbury Rowan Utilities.

### **SSO**

Abbreviation for Sanitary Sewer Overflows.

### **SUPER NOW**

A Super NOW account is a demand deposit account that offers a higher interest rate than a NOW (negotiable order of withdrawal) account.

### **SVCS**

Abbreviation for services

### **SWAY**

Acronym for the Salisbury Way which defines our culture of excellent service always.

### **TAP**

Acronym for Transportation Alternative Program. TAP is a reimbursable federal aid funding program for transportation-related community projects that strengthen the intermodal transportation system.

### **TCWWTP**

Abbreviation for Town Creek Wastewater Treatment Plant.

### **TDA**

Abbreviation for Tourism Development Authority.

### **TFT**

Abbreviation for Temporary Full-time. Temporary employee working 40 hours per week seasonally with no benefits. Generally summer employees.

### **TKN**

Abbreviation for Total Kjeldahl Nitrogen.

### **TMDL**

Abbreviation for Total Maximum Daily Loads. TMDL is a calculation of the maximum amount of a pollutant that a waterbody can receive and still meet water quality standards.

### **TPT**

Abbreviation for Temporary Part-time. Part-time employee working less than 1,000 hours annually with no benefits.

### **TSS**

Abbreviation for Total Suspended Solids.

### **USDOJ**

Abbreviation for United States Department of Justice.

### **UTILITY FRANCHISE TAX**

A tax on public service businesses, including businesses that engage in transportation, communications, and the supply of energy.

### **VENTURIS**

A short tube with a constricted throat used to determine fluid pressures and velocities by measurement of differential pressures generated at the throat as a fluid traverses the tube.

**VHF**

Abbreviation for Very High Frequency which is the designation for the range of radio frequency electromagnetic waves (radio waves) from 30 to 300 megahertz.

**WAS**

Waste Activated Sludge.

**WBTV**

A CBS-affiliated television station licensed to Charlotte, NC.

**WWTP**

Abbreviation for Wastewater Treatment Plant.

